

OVERSEAS NEWS

Soviets want wider SALT talks

By Robert Mauthner

PARIS, Oct. 29. — THE SOVIET Union would like the Strategic Arms Limitation Talks (SALT), at present restricted to the Soviet Union and the U.S., to be extended eventually to all nuclear powers.

This was made clear by Mr. Andrei Gromyko, the Soviet Foreign Minister, at a press conference following his talks here last week with President Giscard d'Estaing and M. Louis de Guiringaud, the French Foreign Minister.

Although Mr. Gromyko said he raised this question during his talks, he declined to give any further details. Nor was he much more forthcoming on the state of the current SALT negotiations. An early agreement was possible, he said, but it would still require a number of meetings.

Mr. Gromyko, who welcomed France's recent return to international disarmament discussions, said that he had suggested a meeting of French and Soviet experts to study French proposals for a European disarmament conference aimed at reducing conventional weapons.

Mr. Gromyko, who underlined the special relationship between the Soviet Union and France in spite of the recent cooling of bilateral relations, stressed that the two countries' positions on the Middle East were very close.

President Giscard d'Estaing has accepted an invitation to visit the Soviet Union in 1979.

Western five expected to submit Namibia resolution

By ADRIAN DICKS

THE FIVE Western Powers involved in the Namibia question are now expected to press their recent discussions in Pretoria, the remainder of the nine rapidly ahead with a resolution of their own in the United Nations Security Council. It is likely to deplore South Africa's insistence on holding early elections in the territory, but to stop well short of calling for the economic sanctions against South Africa favoured by most black African countries.

Agreement on this position was reliably understood to have been the main concrete achievement in the weekend of private talks held at Schloss Gymnich near Cologne. If this little more could be available to try to bring pressure on South Africa to co-operate with UN-supervised elections in the territory, provided the Secretary

General's representative, Mr. Martti Ahtisaari, has his mandate extended.

While the Namibia question, together with discussions on Rhodesia and on the new South African Government, was likely to have dominated the Schloss Gymnich talks, the Ministers also discussed looming internal community problems arising from the forthcoming enlargement of the Nine.

The confirmation came during a press conference with Mr. Mohammad Reza Amini-Tehran, the Minister of Information, in which he stressed the Government's conciliatory strategy.

Martial law, in force for 18 months, was in 12 cities, would be ended at the first available opportunity, he said. The Cabinet's policy was to resist the introduction of "total" martial law.

Meanwhile, West Germany has joined Britain in reaffirming strong support for the Shah.

The visiting West German Minister for Economic Affairs, Count Otto-Lambdorff said Bonn did not care to see "the development of ultra-conservative, even reactionary forces, nor in developments in the direction of a more Marxist or Communist Iran."

The Count confirmed that final contracts for the construction of four nuclear power plants in Iran by the West German firm of Kraftwerk Union have been delayed for another year.

AP adds: Violence swept at least 37 areas throughout Iran yesterday, leaving 100 people dead in the cities of Kermanchah and Dezful. Government officials said. Tehran troops clashed with thousands of anti-Government demonstrators, but no casualties were reported.

The Government's refusal to meet the higher wage demand of

Iran purges secret police

By Andrew Whitley

TEHRAN, Oct. 29. — THE Iranian Government today tacitly confirmed newspaper reports that a major purge of the secret police is under way, with its dismissal or retirement of 34 senior officials.

The confirmation came during a press conference with Mr. Mohammad Reza Amini-Tehran, the Minister of Information, in which he stressed the Government's conciliatory strategy.

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Norwegians told of fall in Statfjord Field oil profits

By KEVIN DONE, ENERGY CORRESPONDENT

THE profitability of the Statfjord Field, the largest oil discovery yet made in the North Sea, has been considerably reduced according to a White Paper presented to the Norwegian Parliament.

The field development through the first two platforms A and B is now expected to give a 23 per cent rate of return before fees and taxes, and only 14 per cent after. Last year's estimate for the Statfjord A platform alone was a return of 34 per cent before taxes, but this had fallen to only 27 per cent.

Statfjord B is expected to have a return of 17 per cent after fees and taxes, and Statfjord B is estimated at 12 per cent because of higher construction costs and a far lower production rate.

The start of production from the A platform has fallen further back and according to Statoil, the Norwegian state oil company, from Statfjord will make it one

begin before the first quarter of 1980. The Norwegian Oil Ministry is doubtful whether the timetable of August 1981 for towing out the B platform will be achieved. The platform might not be towed out until 1982, delaying production for one more year.

Statoil's working capital should be increased by NK 3.8bn, says the White Paper. Its future capital should be increased by NK 500m while NK 2.8bn should be raised by state-guaranteed foreign loans.

The state oil company is planning capital expenditure next year of NK 2.65bn compared with NK 2.65bn this year. Revenues next year are forecast at NK 4.85bn while a deficit of about NK 400m is expected.

Statoil is unlikely to make a trading profit until 1982.

Failure in Italian union talks

ROME, Oct. 29.

By PAUL BETTS

THE NEXT 48 hours could be decisive for the survival of the minority Christian Democratic Government after the breakdown of wage-and-talks between Sig. Giulio Andreotti, the Prime Minister and the trade unions to call a series of further strikes next week, which are likely to spread labour agitation in many other public sectors.

In the face of the intransigent attitude of the unions, the Prime Minister has referred this specially explosive issue to Parliament, which is expected to consider the matter on Tuesday. Sig. Andreotti, whose Government depends on the direct support of the Communists and Socialists, is now seeking all-party backing for his firm line against the unions.

The key Parliamentary debate next week will thus represent something of a confidence test social problems.

New fighting expected as Nicaragua talks collapse

MEXICO CITY, Oct. 29.

BY HUGH O'SHAUGHNESSY
GEN. ANASTASIO SOMOZA, head of the family which has ruled Nicaragua for 44 years, and the Left-wing Sandinistas are preparing for a new outbreak of fighting following the virtual collapse last week of the U.S.-sponsored mediation talks between Somozza and his opponents.

The withdrawal from the talks of the Group of 12 moderate Left-wing leaders, and their claim that the U.S. was still giving aid and comfort to Gen. Somozza, has dimmed the chances of a negotiated settlement of the Nicaraguan crisis, and of the rapid abdication of the General.

Gen. Somozza is today reported as saying that he intends to continue buying arms for use against those who threaten his Government. The scale of Somozza's arms purchases, according to U.S. officials, has been a major factor behind the decision of the international financial institutions against giving him new loans, and the U.S. and Mexico have been trying to persuade Israel, Gen. Somozza's chief arms supplier, to halt shipments to

the establishment of a broadly-based democratic Government.

U.S. steel imports drop

By STEWART FLEMING

NEW YORK, Oct. 29.

FOREIGN STEEL imports into the U.S. showed signs of slowing during September, according to preliminary Commerce Department statistics released by the American Iron and Steel Institute.

The figures show a particularly significant decline in imports from the EEC, which has previously been exporting heavily to the U.S. in comparison with earlier years.

Imports in September totalled 1.58m tons, 23 per cent below year earlier levels, and also declined significantly from the figure of 1.87m tons in August. A

In the report Mr. Walter E. Hanson, the chairman and chief executive, says that he is proud of the profession's efforts to improve its self-regulatory procedure, and warns of the continuing struggle to ward off Federal regulation.

In spite of this decline, in the first nine months this year imports rose 19 per cent to 16m tons compared with 13.5m in the same period last year.

Considering that the trigger

Ireland denies break with £

By Stewart Dally

DUBLIN, Oct. 28. — DR. JOHN Colley, Irish Finance Minister, today moved to end speculation that a cut in the link between the Irish pound and sterling was imminent.

"There is no basis whatsoever for reports that we are breaking with sterling. I do not believe any such move prior to the final decision on the European Monetary System being taken," Dr. Colley said in a radio interview.

He added: "The Irish punt, which has a firm parity link with sterling, would be set free by tomorrow, causing an influx of over \$20m funds into Irish gilt and industrial shares last week. Much of the money was said to have come from Britain. One or two banks had also started to deal forward in Irish pounds through the medium of dollars."

Brace Andrews adds: "Mr. Jack Lynch, Irish Prime Minister, has officially switched on the Kinsale Head gas field, Ireland's first commercial hydrocarbon reserve, at Cork."

Belgium sets 'election day'

By Giles Merritt

BRUSSELS, Oct. 29.

BELGIUM'S caretaker Prime Minister, M. André Vandewoestyne, tonight announced December 17, as the date for the country's upcoming general election.

M. Vandewoestyne stipulated that the target date was contingent on his Government's being able to push urgent legislative measures through the Belgian Parliament inside the seven-week deadline.

In addition to economic measures, the Vandewoestyne administration aims to pass the necessary legislation that will enable direct elections to the European Parliament to take place here next June.

The Vandewoestyne Government took office 10 days ago as an interim administration following the surprise resignation of Premier M. Leo Tindemans.

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TC rejects anti-dumping complaint against motor-cycle producers

BY STEWART FLEMING

THE U.S. International Trade Commission has determined that dumping margins ranged from 20 per cent for Harley-Davidson, the sole U.S. Suzuki to 42 per cent for Kawasaki motor-cycle producers, has not been injured by the dumping of Japanese motor-cycles in the U.S. For penalties to be imposed in a dumping case, it is necessary under U.S. Trade Law not only that the decision means that the Treasury is to find evidence of dumping but, additionally, that Japanese cycles were dumped in the U.S. will impose anti-dumping duties on Japanese producers.

Harley-Davidson, which is a subsidiary of AMF, in its申訴 to the ITC said that the dumping had prevented the company from entering the middle-weight U.S. motor cycle market, forced it out of the production of light-weight cycles and had eroded its market for heavy-weight machines. Harley-Davidson now only makes heavy-weight machines of around 1,000 cc capacity and has a 42 per cent market share in this sector of the market. A decade ago, it accounted for virtually the whole of the heavy-weight market.

The reasons why the ITC determined that the dumping was not causing injury will be set out in U.S. orders for the same in full in early November. Harley-Davidson had it is understood, however, that while

the commissioners, in their four to zero finding, were influenced by their belief that other factors, including for example inadequate design features, have contributed to Harley-Davidson's difficulties and that these outweighed the impact of the dumping. The Treasury did not find dumping in the 700 cc class—the market in which Harley-Davidson's operations are now concentrated.

Harley-Davidson has said that it is disappointed with the ITC's September last year, according to the Japanese Association. The September export rise was due mainly to increased sales to the U.S. and West Germany, it said.

Exports to the U.S. almost doubled in September to 214,625 sets from 109,167 in August and were up 11.7 per cent from 197,222 a year earlier.

Exports to Britain fell 9.8 per cent to 18,834 in August, up 20,963 in August but rose 19.9 per cent from 15,705 in September last year.

Japanese colour television production in September rose 21.5 per cent to 771,000 from 634,570 in August and up 1.1 per cent from 762,600 in September last year.

Japanese makers have secured a dominant position across the U.S. market with the last year.

NEW YORK, Oct. 29.

Britain to advise Egypt on gas scheme

By KEVIN DANE, Energy Correspondent

BRITISH GAS has been chosen by Egypt as the consultant for the country's first scheme to develop natural gas for household use.

The corporation's international consulting service will advise on a multi-million pound scheme to distribute gas to four suburbs of Cairo.

The contract, which still has to be negotiated in detail with Egypt's Petroleum authority, could be worth several hundred thousand pounds. It also offers the prospect of further overseas contracts for the UK gas industry.

The Cairo suburbs to be supplied—Helwan, Madin, Helopoli, and Nasr City—are planned to have a population of 650,000 by the year 2000. There are already 300,000 users of bottled liquid petroleum gas in the area.

New natural gas supplies will be transmitted from established fields that are already supplying industry.

British Gas will advise on the extension of the existing natural gas high pressure transmission system, the design and construction of local distribution networks, the conversion of LPG appliances and marketing.

It has carried out other consultancy work abroad in countries such as Australia and New Zealand, and in the Middle and Far East, but this will be its biggest contract to date.

Kenya, Uganda air agreement

By JOHN WORRALL

NAIROBI, Oct. 29. KENYA AND UGANDA have signed a bilateral air services agreement under which aircraft from one country are allowed to enter the territory of the other, except for technical reasons, take or drop passengers and land in transit to other countries.

Each country is to operate two weekly regional flights of mixed cargo and passengers between Entebbe, Uganda, and Nairobi, and two more international flights to either of the two airports or beyond. The agreement, which takes immediate effect, also allows the two countries to operate four cargo flights a week between Mombasa and Entebbe.

The flight of the UK tramp steamer continued to be affected by strikes in sale and purchase deals. Bibby Line was in the market again last week, accepting \$7.75m for the 170,000 dwt oil-bulk-ore carrier English Bridge, built in 1973. This ship has been laid up in Norway for almost a year.

Another critical factor is whether owners can push the effect of higher spot charter rates through to the time charter market.

Galbraith Wrights' advice to owners is to hold off until charterers are prepared to concede ground.

Japan to press Mexico for cut in price of light crude

By RICHARD C. HANSON

THE JAPANESE are prepared to meet President Jose Lopez Portillo of Mexico, who arrives tomorrow for an official visit en route from China, with millions of dollars and billions of yen in loans.

In September, Mitsubishi Corp. for the first time arranged to buy on a spot basis 350,000 barrels of oil from Mexico as a test, with the tanker sailing from the East Coast gulf side of Panama Canal. This is due to arrive during the President's stay.

The hope here is that the Mexicans will agree to lower the price of their high-grade light crude oil, thus clearing the way for oil imports and correcting a persistent trade imbalance.

It is unlikely, however, that the Mexican President will be swayed quickly.

The trade gap between Mexico and Japan, though less severe than a few years earlier, expanded to \$150.4m in Japan's favour last year from \$137.7m in 1976, as exports from Japan rose 16.9 per cent and imports from Mexico gained only 9.1 per cent.

The trend this year shows further Japanese export expansion.

Japan would like Mexico to become a major "second" source of crude oil after the Middle East.

The Mexicans have indicated they too want to diversify their market away from the U.S.

Mexico is about the same distance from Japan as its major

trading partner Japan has in Latin America in only fourth and fifth respectively in exports and imports, partly because Mexican trade volume has been relatively stagnant.

Japanese investment in Mexico has been fairly active over the past few years, rising on a licensed basis to \$150m in March this year from about \$100m in 1973.

During his four-day visit, President Lopez will formally sign a series of private commercial bank loan syndicates denominated in both dollars and as well as official credits for various development projects.

At current exchange rates, these are valued at about \$1bn, which can be viewed as the biggest package ever put together by a foreign borrower by the Japanese.

General Motors, it is hoped, will expand its business in China, Mr. Thomas Murphy, chairman and chief executive officer, said when arriving in Tokyo from China. GM is the first U.S. company to be hosted by China's

Ministry of Machine Building.

of widely differing inflation rates made it increasingly difficult for an equitable system to be devised. Correctives might have to be applied to export credit rates laid down in the arrangement to take account of the sharp fluctuations of some currencies.

There seems little chance, therefore, that the U.S. proposal to raise the rates on export credits by between 0.25 and 0.75 per cent, with the bulk of rates rising by 0.5 per cent, will be adopted in its present simple form.

Moreover, the current unstable conditions on international currency markets and the existence

U.S. opposed on export credits

By ROBERT MAUTHNER

PARIS, Oct. 29.

THE U.S. proposal to increase interest rates on export credits made here last week during the first annual review of the international export credit consensus has run into strong opposition from other participating countries, particularly the nine EEC members and Japan.

Though the U.S. partners have agreed to study the American proposals, which also include the extension of the arrangement to aircraft, nuclear equipment and ships, it will clearly take a long time before the revision procedure is completed, if at all.

World Economic Indicators

INDUSTRIAL PRODUCTION

U.S.	Sept. '78	Aug. '78	July '78	Sept. '77	Index	
					+6.3	1967=100
Holland	147.5	146.7	145.9	138.8	+0.8	1970=100
Italy	125.7	130	127	124	+1.7	1970=100
W. Germany	72.8	72.5	73.4	71.6	+2.4	1970=100
U.K.	100.3	105.3	119.0	97.8	+1.0	1975=100
Japan	110.7	110.2	114.0	109.6	+1.3	1975=100
Belgium	122.8	122.4	122.4	113.5	+1.8	1975=100
France	116.5	118.8	123.4	121.3	-4.0	1970=100
	126.0	127.0	131.0	127.9	-1.5	1970=100

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HOME NEWS

Provincial bus fares likely to rise

By Maurice Samuelson

ARES on most of the provincial bus services run by the National Bus Company are likely to rise by between 7 and 10 per cent from May in the New Year.

Many of the 35 individual companies under the umbrella of the nationally-owned bus company have already made applications for fare rises, and these will be considered by the Traffic Commissioners in the next two months. In most cases, they will be first rises for more than a year.

The final level of increase will depend on the amount of subsidy loss-making routes which companies receive from county councils. Last month, the Government warned councils that they could forfeit financial support for road schemes if they their own bus subsidies.

It is up to the individual companies to decide on the size of increase they require. United Northern General, which operates in the North East, are asking 7 per cent, while South Wales companies are asking for slightly below 10 per cent.

National Bus says it needs the money to continue to break even. Apart from the county subsidies, it receives no public money.

In recent years, the gap between coach and rail fares has narrowed and the company has pressed concern about British Rail's cheaper fares policies.

Decision sought on fibre industry restructuring

By RYHS DAVID, TEXTILES CORRESPONDENT

A STRONG HINT has been given that the fibre industry is looking for a favourable decision from the European Commission on the restructuring plan it has drawn up.

Mr Bill Barnes, chairman of the British Man-Made Fibres Federation, speaking at a conference of European garment manufacturers of Rayon, in Surrey, said the plan provided a workable mechanism which would enable capacity to be brought into line with demand without imposing disruptive, violent shifts in market shares.

It offered the industry its best chance of a reasonably early return to financial health.

The scheme was drawn up in the summer by the fibre producers in consultation with M. Etienne Davignon, the European Commissioner for Industry—but subsequently ran into opposition with the EEC Directorate responsible for competition policy.

Commission officials have been discussing the industry's problems in detail with producers throughout Europe.

With their report now complete, the restructuring proposals are again due for discussion by the Commission early next month.

The scheme envisages rationalisation bringing an overall reduction of about 15 per cent in EEC fibres capacity. At the same time there would be some readjustment of market shares in favour of Italian

producers.

"Although the issue has not yet been decided, we fervently hope that permission for implementation of the plan will be granted," said Mr. Barnes.

The difficulties in the industry, he said, were the result of a massive expansion aimed at catering for demand which had not materialised.

Since 1960, growth in textile industry output in the OECD countries had increased by about 50 per cent while production of man-made fibres had gone up by 400 per cent.

A similar increase had taken place recently in production capacity in Third World and Soviet bloc countries.

"Fate has decreed that since 1973 we should have the responsibility of cutting our industry through a combination of stubbornly weak demand, chronic over-capacity and increased labour, raw material and transport costs."

Mr. Barnes forecast a brighter period ahead for the industry and a growing inter-industry and between fibre producers and customers.

Over the same period Scotland's share of total manufactured exports from Britain rose from 10.4 per cent to 11.5.

Whisky was the most important single export, with nearly two-thirds of all production sent abroad last year. But, while it maintained its pre-eminent position, as a proportion of all exports it declined from a quarter in 1971 to 14 per cent last year.

Extra pressure is being applied to oil prices in the lead-up to the OPEC price-fixing meeting in Abu Dhabi in December. A 7.5 per cent price rise at this meeting would lift the average price of Arabian market crude oil by 10 per cent to \$12.70 a barrel.

Petrol demand has been strong all through the summer, with a growth in sales in Western Europe of 4 to 5 per cent since the spring. In the U.S. demand jumped by 7 per cent in July followed by 5 per cent in August. The demand for North Sea light crude has also been

encouraged by restraints on production in OPEC countries particularly in the U.S. and Western Europe. It is pushing prices for North Sea light crude oil above \$14.40 a barrel.

According to a report prepared by Elsner, the stockbrokers, petrol prices on the Rotterdam spot market have recently touched \$200 a ton compared with \$120 barely six months ago.

Petrol demand has been rising steadily since the start of the year. In the U.S. demand has risen by 5 per cent in August, followed by 5 per cent in August. The demand for North Sea light crude has also been

reduced by 5 per cent in August.

By contrast, prices for heavy crude are still depressed reflecting the recession in big industries, such as steel and shipping.

Scottish exports increase by 24%

By Ray Perman, Scottish Correspondent

SCOTLAND is one of the fastest-growing regions of the UK in terms of exports of manufactured goods, a survey by the Scottish Council Research Institute suggests.

Inquiries among 600 companies showed that between 1974 and 1977 exports from Scotland increased by 24 per cent in real terms compared to 15 per cent from the UK as a whole.

Mr. Barnes forecast a brighter period ahead for the industry and a growing inter-industry and between fibre producers and customers.

Aluminium output boost awaits cheap power deal

By ROY HODSON

KAISER ALUMINUM is preparing to go ahead with a £150m expansion of the Anglesey smelter. The various Government departments are still arguing over the generating board which opposes providing further cheap electricity for expansion at the smelter.

The board feels that it will need to carry a heavy financial load arising from the existing aluminium arrangement by the Wilson Government 10 years within weeks.

Up to 500 new jobs will be created at the smelter, at Holyhead, and the unusual ingot capacity will be doubled to 225,000 tonnes if the price for heavy industry from base-load power stations, of about 10 mills. A mill represents payment of a tenth of a U.S. cent for each kilowatt-hour of electricity. Usual British industrial rates are two to three times higher.

The new capacity would make Britain self-sufficient in primary aluminium by supplementing output from Anglesey, the British Aluminium, Scottish smelters and the Alcan smelter at Lynemouth, Northumberland.

The Department of Industry, the Department of Energy, the Welsh Office, and the Welsh Development Agency, have all been negotiating with Anglesey Aluminium for a year.

Scotland's manufactured exports: 1974-77. Scottish Council Research Institute, 1, Castle Street, Edinburgh, EH2 3AJ. Price £2

More help urged for housing renovation

By Paul Taylor

BIG CHANGES in Government policy towards housing renovation are called for today by the Association of Metropolitan Authorities.

A report by an association working party says that the Government is not doing enough to help people repair and maintain their modernise their houses.

The association says that deteriorating housing conditions will cause great problems in the future and can be resolved only by a big Government re-think of national policies on housing repairs and improvements.

The number of unfit houses has declined between 1971 and 1976, but there had been a "substantial rise" in the number of dwellings in "substantial disrepair".

Councillor John Bradley, chairman of the association's housing committee, said that the swing away from slum clearance had not resulted in a corresponding increase in improvements.

The Association is recommending a five-point programme to raise the level of financial incentives for improvement and repair.

However, the board points out that it does not necessarily have a power surplus to sell cheaply, and without interruption, to properties lacking basic amenities for a year.

Rio Tinto-Zinc Corporation is leading the negotiations on the delays in completion of new buildings on grants to reflect inflation, and it has a one-third holding in the board to hold more power stations in reserve than before, money for renovations.

Far East equity funds do best for pensions

By ERIC SHORT

PROPERTY FUNDS based on Japan did elsewhere in the Far East were the best-performing pension funds over the 12 months to the end of September, according to the latest figures from Harris Graham, a leading firm of pension consultants. However, the best average performance overall came from property funds.

Far East funds occupied the top places in the equity performance table. Heading the list was Anglo-Nippon Exempt, with a rise of 83.4 per cent. The average equity performance over the year amounted to a 13.1 per cent rise, compared with an increase of only 7.4 per cent in the T-Actuaries All Share Index (with income reinvested). In all 39 of the 82 funds analysed managed to do better than the index.

PROPERTY FUNDS

PERFORMANCE OVER THE 12 MONTHS TO SEPTEMBER 30, 1978	
EQUITIES	FIXED INTEREST
Change %	Change %
sp: Anglo-Nippon Exempt +93.4	Top: Confederation Life Fixed +10.7
Average +13.1	Average +1.6
Bottom: Equity Capital nil	Bottom: King & Shaxson Bd. -13.9
+7.4	+7.4
FT-A All Stock Gilt	FT-A All Stock Gilt
PROPERTY	MIXED FUNDS
Change %	Change %
sp: Abbottstone Agriculture -37.3	Top: Welfare Life Mixed +12.4
Average -19.7	Average +4.6
Bottom: Industrial & Comm. -14.6	Bottom: Lloyds Bank Exempt -0.8
Retail Price Index +7.8 per cent	
Basic State Pension +14.4 per cent	

Directors call for tax cuts and competition

By COLLEEN TOOHEY

CUT in top income tax rates and a declaration to reduce the standard rate to 2 per cent have been urged on the Government by the Institute of Directors.

Mr. Jan Hildreth, director general of the institute, has written to the Prime Minister, asking for proposals to create a healthier business climate to be included in the Queen's speech on Wednesday.

"The main immediate needs are the provision of more jobs and a substantial improvement in living standards for all," he said.

"These can be achieved if competition is encouraged to flourish and we believe that this is the chief consideration which should be borne in mind when framing Government policy."

Mr. Hildreth spelled out his recipe for success with a programme which included a strong competition policy, tax cuts, better national housekeeping and a commitment from the Government to balance its budget.

The customer's interest was paramount and any monopoly power threatening this had to be opposed, he said. The Government must therefore encourage

competition.

Business with Eastern European countries?

We are interested in the USSR market. To help us decide on a fair participation, we would like to have more information.

Any additional information? Please contact: Far Management HECKMANN AUSSTELLUNGEN KG, Kapellenstraße 47, D-6200 Wiesbaden, W. Germany. Tel: 06195/564-0. In the U.S. Germany 06195/4071. Operator: HECKMANN-USA - HOWE Dieselof

Other: HECKMANN-USA - HOWE Dieselof

Marginal drop in overall price

BY PAUL TAYLOR

THE Financial Times grocery shopping basket fell in price marginally this month, mainly because of a drop in frozen food, tea and coffee. The decline, of 0.13 percentage points, was sufficient to take the index back to its April level of 101.77.

The index is based on prices collected by 25 Financial Times shoppers in all types of shops and locations throughout the UK. It reflects the trend in food prices several weeks before the position is reflected in Government statistics.

Frozen foods, preserves and dry groceries, canned goods, soft drinks and beverages all fell in price but dairy produce, bread, again being reflected in a con-

THE FINANCIAL TIMES SHOPPING BASKET OCTOBER 1978

Category	September
Dairy produce	481.49
Sugar, tea, coffee, soft drinks	177.28
Bread, flour, cereals	237.55
Preserves and dry groceries	86.54
Sauces and pickles	41.52
Canned goods	156.29
Frozen goods	187.30
Meat, bacon, etc. (fresh)	442.64
Fruit and vegetables	169.39
Non-foods	162.64
Total	2,163.78

Index for October: 101.77

1978: March 100; April 101.77; May 103.17; June 104.19; July 102.41; August 101.89; September 101.70; October 101.77.

flour and cereals, sausages and pickles, meat, fruit, vegetables and non-foods all became dearer.

The drop in frozen food prices was almost entirely attributable to a fall in the price of frozen chickens. That caused a £2.96 absolute price rise this month.

The £2.48 price rise in the total bill for non-foods reflected patchy increases in the price of toothpaste, toilet paper, soap, washing powder and bleach.

BADGES

ALL TYPES IN MOST MATERIALS

FOR BADGES, CLOTHES, EXHIBITIONS, MARCHES, AWARDS, ENGRAVING, LABELS, NAMEPLATES

ADVERTISING, SOUVENIRS, AWARDS, INCORPORATING, PERSONALISATION OF 1970 KEY RINGS, BOTTLE CALENDARS, COASTERS, MUGS, LUGGAGE, TIE-UPS, ETC.

ON THE DALY SIDE A SMALL INCREASE IN THE PRICE OF BUTTER AND

COMPANY NOTICES

CITY OF OSLO	
10% 1974/1981 USA 15,000,000	
On October 19, 1978, bonds for the amount of USA 15,000,000 will be drawn in the presence of a Notary Public for redemption on December 5, 1978.	
Interest on Bonds will be reimbursed following attached coupon due December 5, 1978, and following attached:	
8138 to 11887 incl. Amount unamortised: USA 15,000,000 Luxembourg, October 30, 1978.	
The Fiscal Agent, Kredietbank S.A., Luxembourg	

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LABOUR NEWS

Daily Star print union row threatens Express group

BY PAULINE CLARK, LABOUR STAFF

NATIONAL Graphical Association members working for the Daily Star. They have been threatened with disciplinary action already. Mr. Paul Sals, branch secretary, is anxious to avoid any possible retaliation against the union over the launching of the group's new newspaper, the Daily Star, next Wednesday.

Attempt

The union's Manchester branch office branch, and branch officials fear that action could be taken against their group's other papers as a result of serious union discord over an agreement they reached with management on new jobs created

in an attempt to stop editorial material reaching the Daily Express in Manchester from London which could reduce the size of Manchester editions.

Areement was reached in Manchester to create 65 new permanent jobs for local NGA members subject to review and re-negotiation after 12 weeks.

However, in spite of a recommendation that this should be accepted from Mr. Joe Wade, general secretary, and Mr. Les Dixon, general president, the union's national council refused to endorse it.

Governors say prison system may face 'total breakdown'

BY OUR LABOUR STAFF

PRISON GOVERNORS in the Society of Civil and Public Servants have warned Mr. Terence Rees, Home Secretary, that prisons might face "total breakdown" unless industrial relations matters in the prison service are resolved.

The Prison and Hospital Governors' Branch of the Society wrote to Mr. Rees after a threat of national industrial action by prison officers next Saturday.

The prison officers are demanding a public inquiry into the structure of the service, regulating machinery, industrial relations training and other questions. They are unhappy about their lack of independence from the Home Office, which is responsible for their pay and conditions.

Prison governors, in their letter, spelt out the increasing strains on the prison service resulting from overcrowding, prisoner unrest and staff discontent. They attacked the Home Office for inaction.

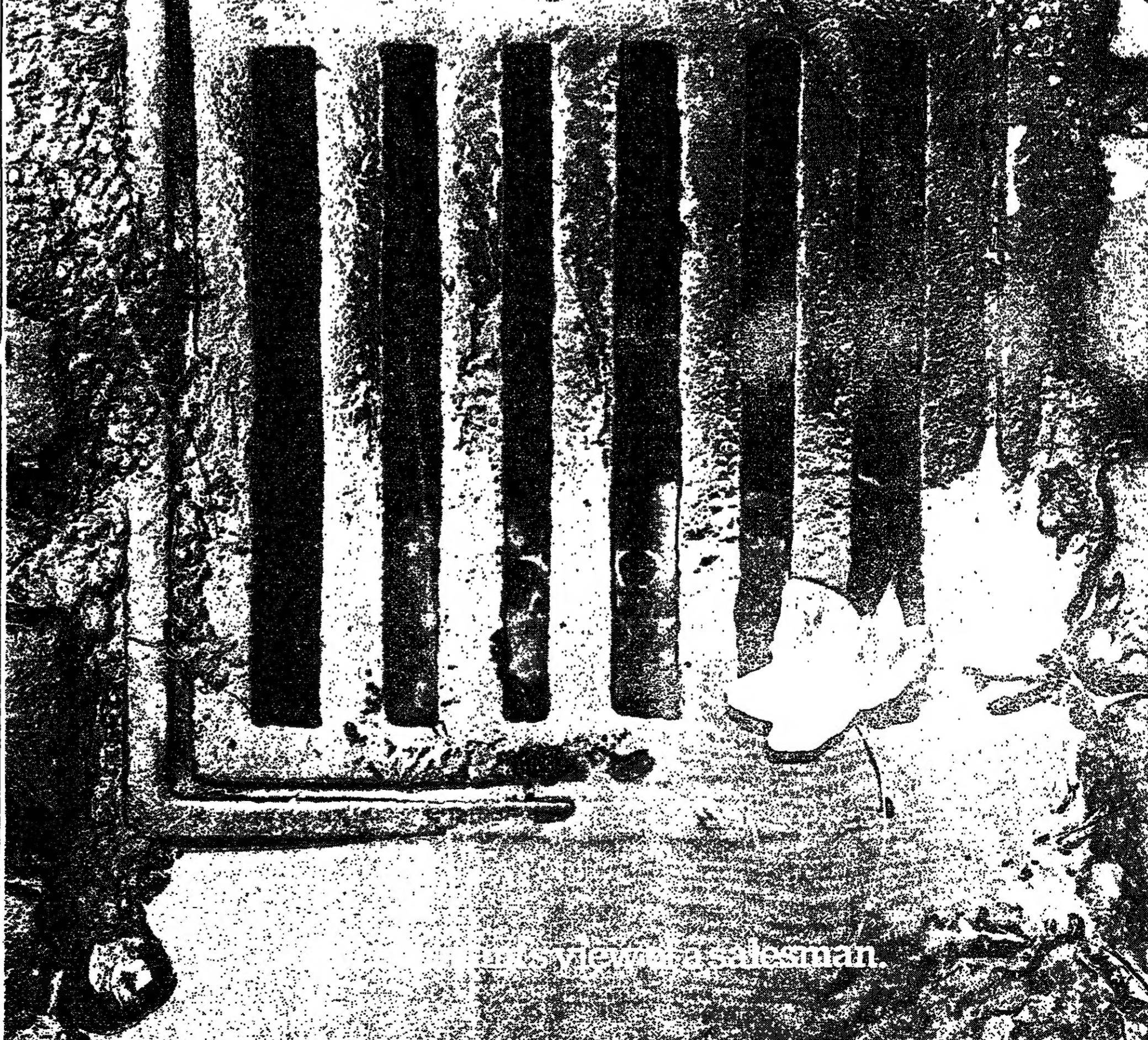
"A total breakdown is that the position in the prison

service was about to disrupt the efficient administration of the country."

He went on: "Prisoners, especially those dangerous prisoners serving long sentences for serious offences of violence, will be quick to exploit a breakdown in morale and discipline of prison officers, and the consequential effect on the breakdown of security is obviously going to be enormous and far-reaching."

Mr. John Ryman, Labour MP for Blyth, called on the Prime Minister yesterday to intervene in the dispute "as a matter of the utmost urgency". In a letter to Mr. Callaghan, he accused Mr. Rees of being incapable of understanding the problems underlying the crisis.

Mr. Ryman plans to raise the issue as an emergency matter in the House of Commons this week. He told the Prime Minister: "A total breakdown is that the position in the prison



PLANTS & MACHINERY SALES

Description	Telephone
MODERN USED ROLLING MILLS, wire rod and tube drawing plant—roll forming machines—slitting—flattening and cut-to-length lines—cold saws—presses—guillotines, etc.	Telex 336414
ROLLING MILLS	0902 42541/2/3
5" x 12" x 10" wide variable speed four high Mill.	0902 42541/2/3
3.5" x 8" x 9" wide variable speed four high Mill.	0902 42541/2/3
10" x 16" wide fixed speed two high Mill.	0902 42541/2/3
10" x 12" wide fixed speed two high Mill.	0902 42541/2/3
17" x 30" wide fixed speed two high Mill.	0902 42541/2/3
100 TON CAPACITY COINING PRESS by Taylor and Challen—virtually unused—fully automatic—160 s.p.m., x 24 mm stroke.	0902 42541/2/3
IN LINE MACHINE for simultaneous surface milling both sides of continuous and semi-continuous cast non-ferrous strip up to 16" wide.	0902 42541/2/3
9 DIE, 1750 FT/MIN SLIP TYRE ROD DRAWING MACHINE equipped with 3 speed 200 hp drive, 20" horizontal draw blocks, 22" vertical collecting block and 1,000 lb spooler (Max. Inlet 9 mm finishing down to 1.6 mm copper or aluminium.)	0902 42541/2/3
8 BLOCK (4000 lb) IN LINE, NO-SLIP WIRE DRAWING MACHINE in excellent condition 0/1500 ft/min. variable speed 10 hp per block (1968).	0902 42541/2/3
24 DIAMETER HORIZONTAL BULL BLOCK By Farmer Norton (1972).	0902 42541/2/3
SLITTING LINE 500 mm x 3 mm 3 ton capacity 1974 FULLY AUTOMATED COLD SAW by Noble & Lunn with batch control.	0902 42541/2/3
1970 CUT-TO-LENGTH LINE max. capacity 1000 mm 3 mm x 7 tonnes cast fully overhauled and in excellent condition.	0902 42541/2/3
1965 TREBLE DRAFT GRAVITY WIRE DRAWING MACHINE by Farmer Norton 27"-29"-31" diameter drawblocks.	0902 42541/2/3
STRIP FLATTEN AND CUT-TO-LENGTH LINE by A. R. M. Max capacity 750 mm x 3 mm.	0902 42541/2/3
3 BLOCK WIRE DRAWING MACHINE equipped with 22" dia. x 25 hp drawblocks.	0902 42541/2/3
2 15 DIE MSA WIRE DRAWING MACHINES 5000 ft/min. with spoolers by Marshal Richards.	0902 42541/2/3
3 CWT MASSEY FORGING HAMMER single blow.	0902 42541/2/3
9 ROLL FLATTENING MACHINE 1700 mm wide.	0902 42541/2/3
7 ROLL FLATTENING MACHINE	0902 42541/2/3
COLES MOBILE YARD CRANE 6-ton capacity lattice jib.	0902 42541/2/3
RWE TWO STAND WIRE FLATTENING AND STRIP ROLLING LINE 10" x 8" rolls x 75 hp per rolls stand. Complete with edging rolls, turks head flaking and fixed recoller, air gauging, etc. Variable line speed 0/750 ft/min and 0/1500 ft/min.	0902 42541/2/3
NARROW STRIP STRAIGHTENING AND CUT-TO-LENGTH MACHINE (1973) by Thompson and Munroe.	0902 42541/2/3
CINCINNATI GUILLOTINE 2500 mm x 3 mm capacity, complete with magnetic sheet supports and motorised back stops.	0902 42541/2/3
MACHINING CENTRE. Capacity 5ft x 4ft x 3ft 5 Axes continuous path 51 automatic tool changes. 5 tonne main table load. Max. motor 27 hp. Had less than one year's use and in almost new condition. For sale at one third of new price.	0902 42541/2/3
4,000 TON HYDRAULIC PRESS. Upstroke between columns 92" x 52" daylight 51"	0902 42541/2/3
ANKERWERK 400 TON INJECTION MOULDER	0902 42541/2/3
UPSET FORGING MACHINE 4" dia. 750 tons upset pressure.	0902 42541/2/3
2,000 TON PRESS DOUBLE. action area 132" x 84"	0902 42541/2/3
WICKMAN 216SP AUTOMATICS 1961 and 1963 EXCELLENT CONDITION.	0902 42541/2/3
WICKMAN 12" AUTOMATICS, 6 sp. Excellent.	0902 42541/2/3
CINCINNATI CENTRELESS GRINDER. Excellent.	0902 42541/2/3
MAHO MH1000 UNIVERSAL TOOLROOM MILLER. Table 47" x 14". Excellent condition.	0902 42541/2/3
LINDNER JIG BORER, very accurate.	0902 42541/2/3
SLOTTING MACHINE. 14" stroke, excellent.	0902 42541/2/3
MODERN USED ROLLING MILLS, wire rod and tube drawing plant—roll forming machine—slitting—flattening and cut-to-length lines—cold saws—presses—guillotines, etc.	0902 42541/2/3
	Telex 336414

Government asked to be wary over EMS plans

BY CHRISTIAN TYLER, LABOUR EDITOR

THE GOVERNMENT will be Britain has not yet got from leaders today to proceed very warily on the question of Britain's joining the proposed European Monetary System.

A meeting of the TUC-Labour Party liaison committee, which includes Government Ministers, is expected to spend some time on the issue—which has already evoked outright hostility from anti-Marketeers and unease among other Labour and union leaders.

The committee will also consider a list of subjects for future debate. Its agenda can run two months ago because it was widely supposed that the Prime Minister would call a general election.

A new element in the EMS debate today will be a paper from the TUC recently approved by its economic committee. This does not put forward objections in principle to the EMS, despite the distrust of all EEC institutions felt by most trade union leaders.

Instead, it dwells at length on the importance of getting the right terms for the UK. It says that the allocation of resources within the EEC is a principal consideration and that the Prime Minister should accept terms that further disadvantage the Community's poorer regions.

One of the beliefs underlying the TUC's submission is that

APPOINTMENTS

Roland Smith joins Readicut

Professor Roland Smith has joined the Board of READICUT INTERNATIONAL as a non-executive director. Professor Smith is Consultant Vice-Professor of Marketing at Manchester University. He is chairman of the Senior Engineering Group and a member of the non-executive director of several other companies.

Mr. Malcolm Williamson, formerly a general managers' assistant at the head office of BARCLAYS BANK, has been appointed a local director of the bank's London Northern District.

Mr. Peter N. G. Brewles, chief executive of the aviation division of Alexander Howden Insurers Brokers, has also been appointed to the Board of SOUTHEASTERN AVIATION UNDERWRITERS INC., a subsidiary of Alexander Howden Group.

Mr. Eric Zaphirion-Zarifis has been appointed managing director and Mr. Martin H. Young, a director of the HERITABLE and GENERAL INVESTMENT BANK.

Mr. Hugh Gemmill has assumed the responsibilities of managing director of BLAND PAYNE (UK) following the resignation of Mr. N. P. Samuels.

Mr. Dennis A. Jackson has been appointed managing director of M. and J. ENGINEERS.

Mr. Richard Hoy has been appointed to the Board of LLOYDS INDUSTRIES as sales director. The company is a subsidiary of HOLT Lloyd International.

Mr. Eric Bolam has been appointed managing director of PETER STUBBS, a subsidiary company of the James Neill Group, of which he has been a senior production executive since 1968.

Following the election of Earl Grey as president of the ASSOCIATION OF COST AND EXECUTIVE ACCOUNTANTS, the executive council of the Association has been re-organized as follows: Major Ronald G. H. Savory, has been elected vice-president and Mr. Peter O'Shea as production director of the company.

New board appointment by the STOCKPORT JERSEY BUILDING SOCIETY, vice-secretary, Mr. Anthony Roberts, who now becomes a full board member and two newcomers to the society.

Mr. James D. Hensley, a senior partner of Wicks Johnson and Co. solicitors, and Mr. Anthony H. Bennett, who earlier this year was appointed managing director of John Needham and Sons Stockport.

Mr. Raymond S. Tindale has been re-elected deputy chairman. He will continue to chair the technical and advisory committee of the Association. Mr. Leslie C. Ricketts has been re-elected honorary treasurer of the Association. The Association has moved its head office to Talisman House, 330 Holloway Road, London.

Mr. Charles Barrington has joined MCILWAIN McEACHARN as executive director of its London branch. The activities of this branch will be extended to cover the requirements of the Bulskip Shipping Group, for which MM will be acting as London agent.

Mr. D. E. Riley becomes assistant general manager (UK) of GENERAL ACCIDENT FIRE AND LIFE ASSURANCE from November 1. He was formerly London manager. Mr. K. G. Brookes, city manager, succeeds Mr. Riley as London area manager.

Mr. G. W. Bone has been appointed a member of the HEALTH AND SAFETY COMMISSION. He succeeds Mr. E. M. Jukes, QC.

Sir George MacFarlane has been appointed to the board of trustees of the IMPERIAL WAR MUSEUM for five years. He succeeds Dr. Margaret Weston, director of the Science Museum, who has served as a trustee since 1974.

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It's worth noting that the cost of a phone call hasn't risen since October 1975. Use it more and your salesmen will cease to be a drain on your resources.

We're here to help you.



A recent survey by "Sales Force" finds that it now costs £12,000 a year to keep the average salesman on the road.

And much of that may be money down the drain.

How many personal visits can even the most industrious rep make in a day?

How much time is he spending between visits?

How many of the customers he sees are actually costing you money to service?

Now, don't get us wrong. Salesmen are a

valuable asset to any company. Too valuable, we would argue, to be wasted.

What we suggest is that you should use them for the clients who matter most and use the phone to service the rest.

It's generally accepted that 20% of your clients account for 80% of your business.

So keep the 80% happy with a telephone call. You'll take up less of their time, for which they'll be grateful.

And they'll consume less of yours.

Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

● HANDLING

Simplifies weighing of truck loads

AN ELECTRONIC weighing system that identifies lift trucks by their tire weights and registers only the load carried on the forks has been developed by W. T. Avery and installed at Chiswell Wire Company, Watford.

The truck driver takes his vehicle straight onto a platform equipped with load cells and connected to electronics which have memory circuits to store the tire weights of three specific trucks and their drivers. The weights are taken at the start of each shift and entered using thumbwheel switches. The driver identifies his truck to the

system by turning his own identification key on arrival.

On weighing, the keyed-in tire weight is subtracted from the gross weight measured, the load cells in digital display showing the net weight only.

These weight readings can be used to invoice customers, which is not possible with truck-mounted weighing devices which have neither consistent nor accurate enough to qualify for official purposes.

More from the company at Smeethwick, Warley, West Midlands, B68 2LP (021 555 1112).

● PLASTICS

More big bottles

ALTHOUGH it has long claimed to be the market leader (capturing 80 per cent of UK container (costing around 35p) demand), with its compact range of 5 litre plastic containers Plyus is now going into high output production of 10-litre polyethylene bottles.

The company has just ordered from the U.S. a fully automated Uniloy blow-moulding system which will enable it to double its production capacity for these containers.

It would seem that the growth in demand for the 10-litre container is primarily due to the

manufacturers of motor oils who have looked beyond the Uniloy range to a cheaper alternative (the company can produce a plastic version at about 15p), which also looks good on presentation.

Two further Uniloy systems, scheduled for delivery in early 1979, have also been ordered by the company, so that it can keep pace with the anticipated growth in demand for its standard 5-litre range.

More from the company at Woburn Sands, near Milton Keynes, Bucks, MK17 8SE.

● PROCESSING

Recovery of solvents

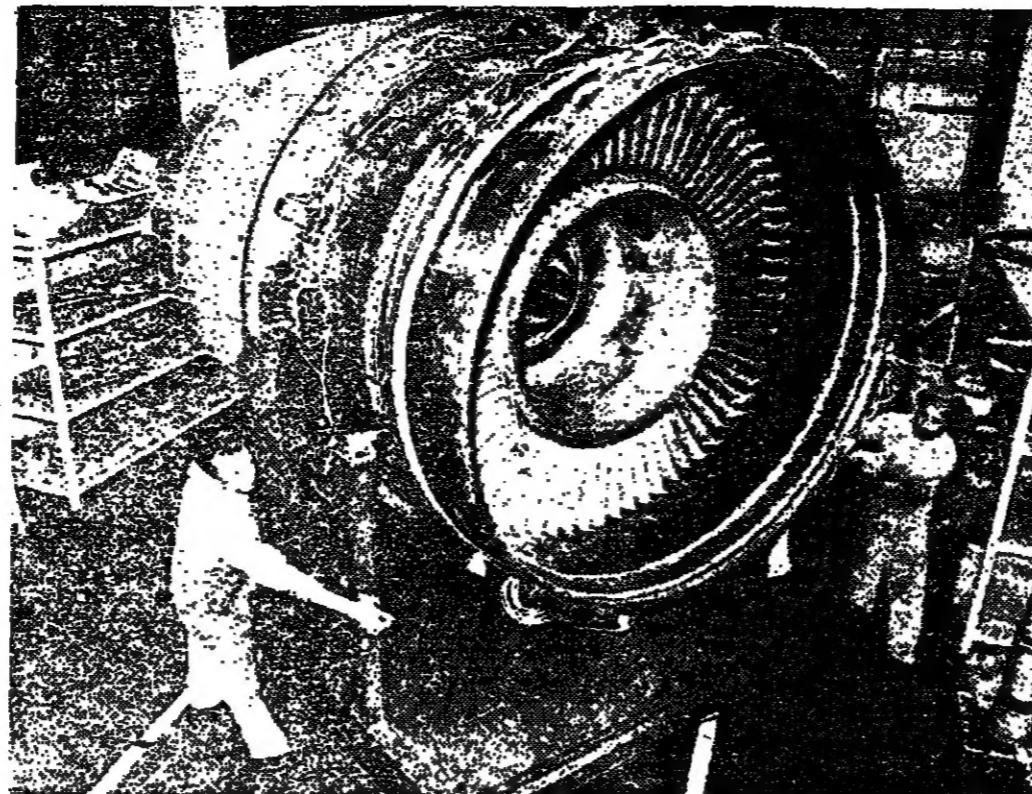
APART FROM satisfying environmental controls, the recycling of used solvents can also prove a profitable business for industry, says Drosdum Products A/S, DK-2850 Vedbaek, Denmark.

It has recently developed two solvent cleaners which operate on the distillation process and allow recovery of 30 to 50 litres of solvent per hour. These installations are made of stainless steel, PVC and nylon-coated steel, and work continuously without constant supervision. Power consumption of each type

is 5 kilowatts and, according to the manufacturer, there is no danger of explosion.

The company has calculated that a manufacturing plant with a weekly consumption of about 200 litres of solvent (say, the contents of a steel drum) will recover its investments costs within a year, while plants with daily consumption of 200 litres will pay off costs within three months.

The solvent cleaners are said to be so efficient that 200 litres of dirty solvent will yield 100 litres for re-use.



BRITISH Airways has overcome the problem of moving large jet engines at its Heathrow, London, engine bay by using specially designed trolleys, each fitted with hoverpads developed and supplied by British Hovercraft Corporation at Cowes, Isle of Wight. As with many industrial heavy loads, handling

the bulk and weight of RB 211 jet engines within a confined factory space can be a problem. Weighing over 6 tons and easily damaged once removed from a 747 Jumbo they present special handling difficulties within the confines of an engine servicing shop.

● OFFICE EQUIPMENT

Keeps track of all the files

MANY organisations — local/

central government departments and insurance companies for example — still have the need to maintain a central registry of files and to ease the problems of issuing, locating and generally keeping track of each folder. Cole Electronics has introduced an electronic system made by TAB Products of California.

Instead of keeping paper records about the location of terminals can be provided; the each file the necessary informa-

tion is entered and accessed to the central processor to learn using a key-to-disk system.

If a file is requested by someone, the operator keys in a title or number and the location appears on the screen; she then keys in the location to which the file is to be sent and a small printer produces a docker that is placed in the sleeve of the file holder when the file is removed for dispatch. Should the file already be out of the central registry a "reserve" docker is printed.

The operator can print dockets at the time the file is requested, or store them until the central station buffer store has 24 such requests, when the dockets will be printed out automatically.

An important advantage is that the file area is entered only to retrieve documents that are actually there — unnecessary trips to the files are eliminated.

For large organisations remote user simply keys in the request

● CONFERENCES

Discussing economics

BECAUSE governments and industry throughout the world are increasingly concerned with the problem of need versus cost and its impact on design, speakers will be from the U.S., UK, Germany and France and the programme will aerospace, defence, electronics, food, oil, pharmaceuticals, etc. should liaise with a view to finding solutions to this international problem.

Those wishing to register for the conference, or have further information should contact: So, a Third Joint European Design Economics Conference is to be held in London, December 7-8, at the Royal Garden Hotel, 50 Grosvenor Row, London, where experts from Germany, W.C. (01-592 4045).

● ACCOUNTING

Makes the audit easy

SOFTWARE developed by Burroughs for use on most of the company's computers will allow management and auditors, with a minimum amount of computer knowledge, to generate their own reports from any terminal linked to the mainframe, whatever its location.

Called On-Line Reporter, the software makes use of uncomplicated English-like instructions to define the data requests from the keyboard. The user can then selectively access files, stratify and sample from them, accumulate totals and other at Heathrow House, Bath Road, Cranford, Middlesex.

Using the system the auditor can generate associations of data in the database, sample data files and bring together data of a particular kind. Burroughs

can provide managers with a powerful tool to aid management control.

More from Mr. Thomas Thomassen, Corrosion International A/S, P.O. Box 1733, Bergen, Norway.

● INSTRUMENTS

Picks up loud sounds

AVAILABLE FROM Endevco is a miniature piezoresistive microphone designed specifically for measuring high intensity sounds over wide dynamic range and a wide frequency spectrum.

Model 8350MI was developed to satisfy the stringent test requirements during flight testing of jet aircraft, and for acoustic measurements on rocket engines.

The microphone is sensitive from 100 to 180 dB and responds from DC throughout the normal audio range, with high level output.

The transmitter is buoyant and will withstand immersion up to 50 metres. It will function in air temperatures from -20 to +60 degrees C and at a nominal ambient of 20 degrees C has a transmitting endurance of 36 hours. Operation is by removal of a pin and a ring-pull.

More from the company at Wm. Wright Dock, Hull HU3 6AQ (0482 25163).

● COMMUNICATIONS

Radio aid to survival

Johnson and his crew aboard the yacht Heath's Condor in the 1977 Whitbread Race.

Entirely self-contained in a tough fluorescent plastic case, the unit is powered by a 13-volt high-energy lithium battery and weighs 330 gms. The company claims that it has a shelf life of up to 10 years without any service requirement.

The transmitter is buoyant and will withstand immersion up to 50 metres. It will function in air temperatures from -20 to +60 degrees C and at a nominal ambient of 20 degrees C has a transmitting endurance of 36 hours. Operation is by removal of a pin and a ring-pull.

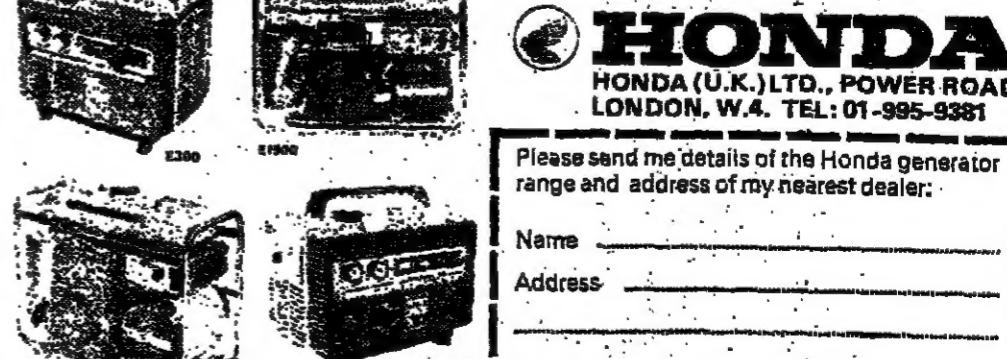
More from the company at Wm. Wright Dock, Hull HU3 6AQ (0482 25163).

Don't be caught with your amps down

To industry, commerce and the emergency services the loss of electricity supply can be more than a temporary inconvenience — it can be costly and sometimes even dangerous.

Honda portable generators will help you carry on. They can provide electricity to drive power tools and appliances — light your factory or offices and workshops — charge batteries from the D.C. output — so that you can keep your fork-lift trucks and commercial vehicles on the move.

Honda standby generators have outputs from 250 watts to 4500 watts A.C. or 6, 12 and 24 volts D.C., all are powered by reliable 4-stroke Honda long-life engines.



We've had it coming for years.

Successful companies have been settling and growing in Tayside for over 35 years.

Companies from all over the world.

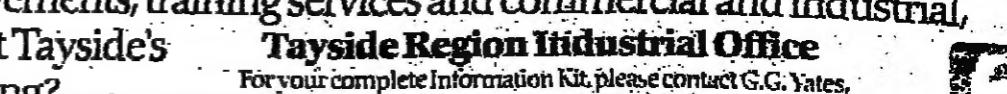
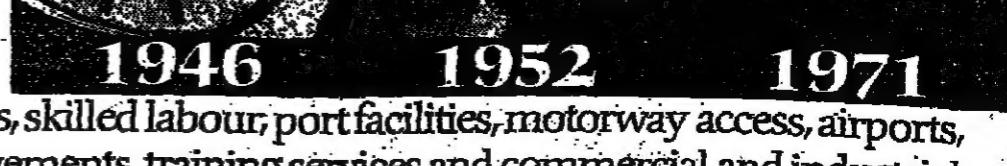
Involved in a range of activities so broad that it embraces everything from Oil and

Pharmaceuticals to Food Processing, Engineering, Clothing and Electronics.

And although the environment's as rich, varied and beautiful as any you'll find in the British Isles, it isn't lochs and mountains that bring them our way.

Factories, offices, skilled labour, port facilities, motorway access, airports, rapid rail freight movements, training services and commercial and industrial support... that's what Tayside's got going for it. Coming?

Tayside Region Industrial Office
For your complete Information Kit, please contact G.G. Yates, Marketing Officer, Tayside Regional Council, Tayside House, Dundee. Tel 0382 12281.



Building and Civil Engineering

17m London office block

CONTRACT for new block to Lambeth High Street, quarters for the International Maritime Conference, half accommodating 550 people, is planned to the east of the Albert site. The basement is planned to be built on the Albert site. The basement is planned to be awarded to Kyle Stewart rooms.

The Department of the Environment, Property Services, the front section of the building, is to cost £1.5m and spine block and conference hall will be steel-framed with in situ reinforced concrete floors. The upper floors of the main spine block and the seven-storey rear south, the premises will be in situ concrete. The four-storey factories block will be of tile-faced, precast concrete units. The four-storey factories block, running to the rear of the spine block, is to be founded partly on existing with the river and a mass concrete pad founded seven-storey-high rear blocks and partly on a raft. The cladding:

conference hall will be founded partly on piles and partly on terrace at the fourth level with access from both the recreation room and restaurant providing views over the Thames towards The Palace of Westminster. The car under cover. Vehicles leaving the basement car park will be overlooked by many of the offices, is to be tiered and landscaped.

Internal finishes to the ground floor entrance and first level will include granite paving, travertine wall linings and aluminium. The external finishes will be of tile-faced, precast concrete units and Oscar Faber and Partners (consulting engineers).

Aterson Candy Holst cures £7m water job

WEST SUSSEX Water and treated water. Provision will be made for second and third stages of development to increase the capacity to 1800 gallons a day.

Aterson Candy Holst, and with the installation of additional plant, an ultimate capacity of 30m.

Plant and plant design work on the 42-month contract is already under way and preliminary site work is due to start in December with the intention to start the associated civil construction work early in the New Year.

5.2m mixed bag for Boot

LEDDED IN contracts worth £42m awarded to Henry Boot.

Construction is extensive for the British Steel Corporation, road and bridge construction in Milton Keynes and in Chesham, and a factory conversion in Altemheim.

The largest of the British Steel is worth £5.5m and is for dredging and civil engineering at the Templeborough steel melting shop at Rotherham. The company says that the programme contract here involves work in connection with main column base, plant foundations, scale pit and flame water treatment plant, these for more than 15,000 square metres of reinforced structural concrete and 700 in situ cast piles.

Additional facilities are to be constructed at the Corporation's Rotherham coil rolling department under a contract worth £300,000. Included in the work are heavy foundations and substantial furnace extensions.

Redpath Dorman Long (Contracting) has awarded a £300,000 contract for extension to BSC's strip production unit at Rotherham. Work here should within 11 weeks and involves extending the existing steel strip plant and the construction of plant foundations, an ame-

nium building, retaining walls, roadworks and drainage.

The Milton Keynes Development Corporation's award for £1.5m covers its road and bridge layout, a section of land lines, a multi-span reinforced concrete bridge together with about 240 metres of dual carriageway, 400 metres of single carriageway and some 300 car parking spaces. In addition will be ancillary structures, pedestrian paving and earthworks. This is programmed for completion in 50 weeks.

Work has started on a £500,000 contract for the construction of the Lady Bay Bridge section of the Nottingham Outer Loop Road. This job calls for the construction of 9 kilometres of single carriageway to link the M11 with the A52, using the old LMR railway bridge to cross the River Trent. Work includes dredging the disused railway bridge and considerable excavation and backfilling of sections of the disused Grantham Canal.

Two adjoining open-plan warehouses will be converted into one single unit at Broadstone, Altrincham, under a £440,000 contract awarded by the Buderus Boiler Company. This work involves general demolition and alterations, new foundations and work zones, insulation, new finishes throughout and installation of heating and ventilation, water and electrical services.

in a tunnel

JOB of lining a quarter of a mile of the River Tees in Weardale and 500 tons of concrete along the length of the 17.2 mile long Kielder tunnel (being built to transfer water from the Tees Reservoir, from the entire surface of the tunnel, to the Tyne in Wear and Tees) start in February next year.

This work is part of the £12m contract awarded in 1974 to Tees Tunneling for construction of the tunnel.

The Northumbrian Water Authority says that concreting will begin on the 8-mile long Wear to Tees tunnel where tunnel driving will be completed by the end of November.

5m housing for Cubitts

CUBITT, a member of the Hines Group, has been awarded a building contract worth £14.5m for the London Borough of Hackney, for 254 homes called for with the second and final stage of the Maiden Lane development, consisting of flats, maisonettes, houses, providing accommodation in one, two and four bed units, including homes for the elderly.

Consulting partners are Ove Arup and Partners, and another contract, valued £1.5m, Cubitts is to manage

work for the London Borough of Harrow, 100 houses in Noel Park Estate, Wood Green.

Devon, Curritis is to build terraced houses for the town of Torquay at Paignton. £500,000 scheme includes 11 level four bedroom houses.

more work for Laing

NEW computer installation additional office space at the headquarters of the Leicester Building Society will be housed in a three-storey block to be under a contract worth £1.2m awarded to the local region of John Laing construction.

to be constructed at Glenfield in Oadby, Leicestershire, on the site of the Society's existing office, the building will be reinforced concrete frame, pad foundations, cladding in pre-concrete panels, tile faced the upper storey, with brick recessed enclosure and a flat roof providing an internal floor area of 5,250 sq m.

During the past two years, the company has already carried out a steel framed glass building on all three out two separate contracts here, as well as a steel framed glass corridor link with brick of these involving construction of a boiler house and laundry. Work has already started will be completed next month.

Sharing pipeline contract

A SUB-CONTRACT, valued at £1.5m has been awarded to William Press and Son, which will be responsible for the mechanical and electrical works, together with a section of the land pipeline, designed to connect the Gulf Oil refinery on the north side of Milford Haven with the catalytic cracking unit on the south side. This is currently under construction for the Penrhyn Refining Company, a partnership of Texaco and Gulf Oil (Great Britain).

The company's involvement entails the construction of metering stations, valve chambers, pumping capacities, turbines and instrumentation system, and the laying of a section of land line, each fully insulated pipeline to carry vacuum gas oil at a temperature of 60 degrees C from the refinery to the catalytic cracking unit. Four Inch lines will also be laid in this section for the return of low naptha, high naptha, alkylates and mixed cycle gas products.

Sperry spend £2.2m

MAIN CONTRACTOR for the construction of a new £2.5m headquarters office block for Sperry Gyroscope at Bracknell, Berkshire, is Turriff Construction whose completed work will be known as "E" Building and will be converted into one single unit at Broadstone, Altrincham, under a £440,000 contract awarded by the Buderus Boiler Company. This work involves general demolition and alterations, new foundations and work zones, insulation, new finishes throughout and installation of heating and ventilation, water and electrical services.

CONTRACTS AND TENDERS

VODOVOD DUBROVNIK

Poduzece za izgradnju i odrzavanje vodovoda i kanalizacije Dubrovnik u Dubrovniku

Invites Tenderers for Construction of Central control building

Which construction represents the fifth stage of reconstruction of the Dubrovnik Water Supply and Sewerage Network: Subject of the Tender are the works specified by the Schedules of Prices:

"A" - Schedule of Prices contained in Volume No. 2 Tender Documents - Civil engineering works for central control building.

"B" - Schedule of Prices contained in Volume No. 3 of the same Documents - for supply and installation of Electrical equipment for central control building.

which are shown and described in the drawings and technical part of Tender Documents and in Technical Specification of the Tender. Tender may submit bids for parts "A" or "B" or both.

Preference shall be given to Tenderers bidding for the two parts provided other conditions being equal.

Works comprised in Schedule of Prices "B" may be tendered as subcontracted works, in such case the name(s) and main data on Manufacturer(s) and Subcontractor(s) shall be stated in the Offer.

"Vodovod Dubrovnik" has obtained a loan from the International Bank for Reconstruction and Development and some proceeds of this loan will be used to cover part of above works.

Tender Documents may be purchased and offers submitted by Yugoslav companies as well as suppliers and contractors registered in countries which are members of the International Bank for Reconstruction and Development and Switzerland, who are experienced in the execution of similar projects.

Tender Documents may be obtained from the office of VODOVOD DUBROVNIK.

Enterprise for Construction and Maintenance of the Dubrovnik Water Supply and Sewerage Network.

Vladimir Nazora St. 21, Dubrovnik, Yugoslavia.

From October 6, 1978, for a price of Din 15,000 per complete.

Offer shall be submitted by December 15, 1978, till 12.00 hrs. local time at the same place.

ROYAUME DU MAROC

MINISTERE DU COMMERCE ET DE L'INDUSTRIE

DIRECTION DE L'INDUSTRIE

INTERNATIONAL INVITATION FOR PRE-SELECTION

The Sucrerie Nationale de Cannes du Sebon (SUNACAS) 29, avenue d'Alger - Rabat - Morocco, is planning to undertake the construction of a Sugar Refinery in "Gharb" (Province of Kenitra).

Interested contractors in this field of activity are invited to submit to SUNACAS, before November 15, 1978, technical and financial references together with their qualifications for the realisation of the work mentioned above in the past ten years.

Work here comprises the erection of nine houses, administration building and substation as well as landscaping, various external works and the demolition of existing buildings.

During the past two years, the company has already carried out a steel framed glass building on all three out two separate contracts here, as well as a steel framed glass corridor link with brick of these involving construction of a boiler house and laundry. Work has already started will be completed next month.

Willment wins Home Office job

EXTENSIVE construction work, as well as demolition, at the Young Offenders Complex, Feltwell, Middlesex, is to be undertaken by Willment Bros under a £3.8m contract awarded by the Home Office.

Work here comprises the erection of nine houses, administration building and substation as well as landscaping, various external works and the demolition of existing buildings.

During the past two years, the company has already carried out a steel framed glass building on all three out two separate contracts here, as well as a steel framed glass corridor link with brick of these involving construction of a boiler house and laundry. Work has already started will be completed next month.



THE new 125 metres long prestressed concrete Runnymede Bridge over the River Thames takes shape. When completed, it will carry the southbound lanes of the A30 trunk road and M25 London orbital

motorway, parallel and adjacent to the existing bridge which will carry the northbound lanes. Ove Arup and Partners are supervising construction and the main contractor is Fairclough Civil Engineering.

Coal Board job for Mears

WORK AT the Riccall and Stillington shaft sites in Yorkshire of the National Coal Board is to be carried out, before the mines become operational, under a £1.2m contract awarded to Mears Construction.

Within the six month period of the contract, the company is to undertake site clearance and levelling, as well as the construction of the site roads and temporary site parks.

In addition, the construction of a stockyard up to sub-base level is to be done together with drainage and sewage disposal facilities.

Busy in South-east

THROUGH ITS operating company, Hunting Gate Developments, the Hunting Gate group is to develop retail office, factory and warehouse facilities in south east of England for several major companies.

The company has pre-let a 1.5m sq ft supermarket with associated facilities and offices in phase 1 of the town centre's development plan to J. Sainsbury.

At Southend-on-Sea, it will develop what it says is the largest purpose-built DIY retail warehouse in the country for Texas Homecare. The 50,000 sq ft building, close to the town centre shopping facilities, has a value in excess of £1.3m.

Earlier in the month the company had the go-ahead for a phase one of the speculative light industrial/warehouse scheme in the London Borough of Croydon. Units total some 44,000 square feet and follow similar schemes by the company at Aldershot and Hertford.

Value of the development, at Keyley, is in excess of £1.2m.

INCLUDED IN contracts totalling £1.3m awarded to Bernard Stanley and Sons for work in the UK which includes a £1.27m restaurant at Windsor Safari Park; £100,000 factory in Bedford for Zodiac Toys; extensions and alterations for Edwards for Bankers' Automated Clearing Services; value £300,000; and refurbishment at 100 Leadenhall Street for Bank of Credit and Commerce International, value £260,000.

Lowest tenders have been submitted for dwellings at Whitworth Road, London E25, for Shaftesbury Homes Association, value £240,000, and flats at Coventry for the Royal British Legion Housing Association, value £234,000.

The company has won a design and build contract for a dairy plant in Jebel Ali, Dubai. The single storey steel framed structure will have concrete blockwork external walls with double skin insulated troughed aluminium roofing.

£2.2m awards in South

INCLUDED IN contracts totalling £1.3m awarded to

the South Western Regional Health Authority. The company is due to complete the £1.3m phase one of the hospital in 1979.

When completed, phase one of the hospital will accommodate 350 beds with all the necessary specialist departmental support, including operating theatres, an intensive care unit, X-ray facilities and an accident and emergency centre. Office accommodation and fully equipped kitchens and a dining room will also be provided.

This company has also received a contract valued at £250,000 for civil works on Tilbury dock flood defence gate at Tilbury Docks. Work includes piling, which is to be carried out using 508 mm internal diameter RSP piles. Sheet piling and reinforced pile caps, beams and foundations are being used to build the access gate in the flood defence wall.

The Southern Water Authority (Kent River and Water division) has awarded a contract worth £218,985 to French Kier Construction for sea defences at Sperry. This calls for the driving of steel sheet piles and associated works at the north end of Warden Bay.

A laboratory of solid frame

Wimpey in Cleveland

TWO CONTRACTS, together worth £1.7m, have been won by George Wimpey for work at Willmott, Cleveland, for JCI Petrochemicals, and in Swinton for Salford Council.

A laboratory of solid frame

Tenders are invited from Manufacturers for the following:

Contract No. 5734/12 - PENSTOCK LINERS

This contract comprises the supply, delivery and erection of the following packages:

Package A: BERSIA

1. Three (3) 18 feet diameter welded steel plate penstock liners, approximately 95 feet long, normal transient head of 156 feet.

Package B: KENERING

1. Three (3) 19 feet diameter welded steel plate penstock liners, approximately 112 feet long, normal transient head of 178.5 feet.

List date for Receipt of Application

Document Issue: 15 Nov. 1978

Tender Due: About 1 Jan. 1979

Contract No. 5734/13 - INTAKE AND SPILLWAY EQUIPMENT

This contract comprises the supply, delivery and supervision of erection of the following packages:

Package A: BERSIA

1. Three (3) fixed wheel hydraulic vertical lift head gates (approx. size 15 feet wide x 31 feet high) head 50 feet

2. One (1) service gate and lifting beam

3. Six (6) sets trashracks

4. One (1) 50 tonne (approx.) capacity gantry crane (crane to handle gate heads, service gate, trashracks and spillway stoplogs).

5. Six (6) spillway radial gates (approx. size 40 feet wide x 46 feet high) with hoists.

6. One (1) set stoplogs and lifting beam</p

EMS: All roads lead to Paris

BY SAMUEL BRITTAN

"ANY CLUB which would have me as a member is not worth joining," Groucho Marx's famous remark expresses one's feelings of relief at the growing probability that the UK will after all stay out of the New EEC, whatever the solution of the EMS.

The basic case for joining monetary union starts with the Prime Minister's own words, uttered only half believed at the 1976 Labour Party conference, about our no longer being able to spend ourselves into full employment through deficit finance and monetary expansion. Indeed, if the ultimate effect of injecting more spending power into the economy is mainly to raise prices, and if rapid, unpredictable rates of inflation are themselves one cause of unemployment, weak investment and slow growth, why not steer monetary policy towards the aim of price stability?

There are two ways of doing this. The first is to have monetary targets geared directly to a price level aim. And, as is now well known, independent national monetary targets require a floating exchange rate against the rest of the world. The second method is to make whatever adjustments are required in monetary policy to maintain one's exchange rate against a country likely to be successful in maintaining its own price stability, in practice West Germany.

Threatening

Why go along the indirect route? If the major European countries are in any case aiming at price stability, they might as well make the fiscal adjustments in their monetary targets and exact anti-inflationary aims which would bring about the benefits of exchange rate stability as well. This approach has the important additional advantage that we would cease arguing about whether to control M1, M2, DCE or the square root of the distance between the Bank of England Governor and his economic advisers. In a worthwhile EMS the Germans would be assigned the task of stabilising their own price level—at which they are good when spared stupid advice, and would do so not by intervention in the foreign exchange markets, but by adjusting their internal policies.

Their partners would concentrate on stabilising their currencies against the Deutsche

Mark. Psychologically too, the need to remain competitive with German industry would be far more comprehensible to Italian, British or French union leaders than the obscurely threatening way in which monetary targets are now presented.

Unfortunately, most of the arguments are now proved disbelieved in Whitehall. The British emphasis on big and easy credit, on unrestricted freedom to change parities and on desunifying the mechanics so as to put pressure on the Germans to inflate—in the name of growth, of course—would, if successful, threaten the whole point of EMS.

A compromise is worse here than either extreme. A floating exchange rate can, as events in 1976 showed, be an extremely good external constraint on prudential and inflationary policies. But it is not a good way to restrain fixed parities if necessary, from some target date a course of rates ahead could bring an even better constraint. But the worst of all worlds would be the temporarily fixed, but actually adjustable and, therefore, distasteful, rates towards which some British Ministers wanted to pull the Community. In place of "dirty floating" we would have had "dirty fixing" to change for the worse.

There is just a chance—no more than that—that the French might try to operate EMS in the right way. Whether or not they have an initial devaluation, they may well make an effort to adjust the monetary and fiscal policy with the aim of stabilising the franc against the mark. An arrangement in which the UK and Italy stayed on the periphery and allowed France to go ahead might help to answer many uncertainties.

For France really did carry out internal policies designed to stabilise the franc against the mark without masses of credit. We would be able to see if this led to the unemployment and stagnation feared by Britsh-type economists or to the more stable growth expected by the more internationally-minded monetarists. Thus we might be provided with a rational basis to present lacking to decide whether to join EMS at a later stage or not. Social and economic experiments are not often provided by history and we may have reason to see what was in the Paris flat and open the Pandora's box.

Mr Justice Templeman found

little difficulty in discerning a personal equity between the judgment creditor and the debtor. The latter had taken steps to hide property that was locally available to his creditors to satisfy the debt; in short, he was defrauding them of the judgment debt. Similarly the friend appeared to lend himself to assist the debtor in a campaign designed to put the assets out of the creditor's reach

THE ARM of the law gets longer and longer. Whereas once upon a time English courts were reluctant to extend their powers beyond these shores (and this was particularly true about disputes over land abroad) nowadays there is a much greater willingness to venture overseas where it would be appropriate, even if the basic rule lays down "hands off."

In a recent case in the Chancery Division a judge was asked and acceded to a request for an order that an English solicitor should be permitted to gain entry and inspect the contents of a flat in Paris owned by an American, where it was suspected valuable Picasso paintings were being harboured for another American who had judgment debts outstanding against him awarded to an American corporation in the New York courts. The exception to the rule that issues relating to foreign land are not in the jurisdiction of English courts arises where, as the lawyers put it, there is some personal equity running from one party to another. In plain language, there must be some personal element, something more than a naked question of title to foreign land for the courts to depart from the basic rule.

The recent case started with an action in the New York courts in 1975 for fraud and manipulation of shares in an American company that resulted in an award of \$2m. The debt remained unsatisfied in the hands of another American corporation which was assigned by the judgment debt. The corporation suspected that the judgment debtor had transferred valuable works of art and furniture from his New York flat to a flat in Paris. The lease of that flat was paid by a company controlled by the judgment debtor. The friend in fact lived half the year in New York and the other half in a London house with floating visits to Paris. His residence gave the American corporation the opportunity of serving a writ on him here, and joining the judgment debtor in the English proceedings. The idea was to obtain an order against the friend personally, that he should allow and authorise the creditors to inspect the premises to see what was in the Paris flat and open the Pandora's box.

The basic rule that English courts may not adjudicate over foreign land may well be ripe for revision. For there may be cases where issues over foreign land could properly be litigated in England; if so, cases like the one before Mr Justice Templeman.

Conflict

In earlier days when English courts first developed the exception to the rule about claims over foreign land, the decisions could be justified. The British Empire and if there were local courts, then in the colonies of being colonised by Englishmen, the decisions of those courts could not command such respect as those of the courts in England. But if that was so, why sustain the basic rule itself?

In modern times the jurisdiction is much less easy to justify, where the land is situated in a country that is politically and legally foreign. A modern judge could hardly utter what one English judge said in 1888: "I consider that in the contemplation of every foreign court is an inferior court."

The rule has been around a long time and is accepted, with differing degrees of force and emphasis, in other jurisdictions based on English law, although in one or two states in America—notably New York, the rule has been altered by statute. Second, there is the possibility of conflict with foreign jurisdictions with the consequent involvement in political questions of some delicacy. But that arises from the English courts' jurisdiction over foreigners, even though not so potentially acute as where land is involved. But, most powerfully, any change in the rule might necessitate changes in the law. Wherever a change in the law has effects beyond the situation presented to the courts in an instant case, it is better to leave it to Parliament to mop up all the attendant problems.

Judges are making the law every time they hand down a decision. It is a myth that judges are simply declaring the law and do not change it. But that is not to say that they may indulge their appetite for legalising on a subject that goes beyond the needs of resolving the piece of litigation before them. That is a task for Parliament, to whom judges should constantly turn for reform. Parliament need constantly be prodded into action by robust judicial pronouncements that change is called for.

1 Cook Industries Incorporated v. Galilher [1978] 3 W.L.R. 377
2 Hesperiades Hotels Ltd. v. Vultuado [1978] 3 W.L.R. 378

Hochschild collection going under hammer

THE THIRD important art collection from the Continent to be dispersed in London since 1976 goes on sale at Sotheby's on November 29.

It belongs to Mr. Gerald Hochschild, aged 55, a Chilean mining millionaire who lived for many years in Cheyne Walk, Chelsea. It is expected to make £1.5m.

The previous sales were those of the late Mr. Robert von Hirsch, which made £15.5m in 1981 of specialist care have brought about the sale, according to Sir Humphrey Wakefield, Mr. Hochschild's agent in London.

Mr. Hochschild lives in Paris. His holdings consists of clocks, silver, English and Old Master paintings and French furniture. His strength is in fine English furniture, which is expected to make £500,000.

The star item is Combe Alvey Library table, an important George II piece attributed to Thomas Chippendale, circa 1760.

Family duties and the difficulty of finding the right kind of specialist care have brought about the sale, according to Sir Humphrey Wakefield, Mr. Hochschild's agent in London.

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EDITED BY CHRISTOPHER LORENZ

The Executive's and Office World

Fringe benefits remain popular despite tax

ALTHOUGH the tentacles of taxation have in recent years spread to embrace virtually every type of fringe benefit, this form of reward still remains increasingly popular, according to the latest report by management consultants, Inbucor, on executive salaries and fringe benefits.

Company cars have become more widespread over the last year, as has free medical insurance. Share option schemes have recovered some of their popularity, following a setback in 1977, while more people are receiving bonuses.

The survey is the 17th in the series produced by Inbucor and it shows that for the first time in a number of years managers' salaries have risen by more than the retail price index. Thus, the average managerial salary rose by nearly 16 per cent to £8,573, while the RPI went up by only 7.8 per cent in the year to July 1978.

Of some comfort to managers—who would probably argue that the latest figures show that they have still to regain all that they have lost in living standards in the past few years—is that the survey points to the steady reduction in differentials having been checked.

The survey covers 7,800 executives from 811 companies, including 1,777 directors, of whom 478 were managing directors. It gives an insight into the wide variety of differentials that exist in different industries between the top directors and managers lower down the ladder.

The highest average salary among the different industrial groups is the equivalent of a unit managing director in the drinks industry, who receives £20,129. Two rungs further down the ladder the head of a major division would receive less than half that figure at £9,845. On the other hand, in metal manufacture where the unit managing director is receiving £15,440, the major division head is getting more than half his salary level at £8,577. A similar picture is seen in transport and communications where the respective figures are £17,911 and £10,550.

The least well paid among the industrial group heads is the head of a unit managing director in the top category.

FRINGE BENEFITS

BENEFITS	Proportion of the sample receiving benefits in:				
	1974 %	1975 %	1976 %	1977 %	1978 %
Top Hat Pension	19.3	20.3	19.4	15.2	15.6
Full use of company car	62.0	60.6	62.3	63.8	67.4
Allowance for regular use of own car	12.3	12.8	10.7	8.6	8.3
Subsidised lunches	64.2	63.6	67.3	65.9	68.6
Subsidised housing	0.9	1.1	1.0	0.7	1.0
Assistance with house purchase	4.7	6.4	5.1	7.4	8.0
Life Assurance					
Up to and incl. 3 x salary	53.1	57.9	58.8	61.6	62.4
Exceeding 3 x salary	22.2	25.5	27.5	23.9	26.7
Free medical insurance	30.1	37.9	37.3	38.8	44.1
Share option scheme	4.2	4.3	5.3	3.7	6.0
Share purchase scheme	4.3	3.5	4.1	3.2	3.4
Low interest loans					
Bonus	32.6	31.1	33.9	33.3	37.1

* Other than retirement pension

WHAT BONUSES CAN BE WORTH

Salary	Total Remuneration exceeds salary by		
	Total	Remuneration	exceeds
	£	£	%
Average	Average	Average	
Managing Directors	16,730	18,333	9.6
General Managers	13,632	14,606	7.1
Company Secretaries	10,197	10,569	3.6
Personnel Executives	8,823	9,140	3.6
Training Executives	6,725	6,888	2.4
Financial Executives	9,080	9,489	4.5
Production Executives	8,435	9,064	5.0
Chief Engineers	7,002	7,204	2.9
Production Controllers	6,373	6,561	3.0
Quality Control Executives	6,590	6,809	3.3
Purchasing Executives	7,060	7,336	3.9
Sales Executives	8,513	9,090	6.5
Export Sales Executives	8,201	8,598	4.8
Marketing Executives	7,990	8,310	4.0
Heads of Research & Development	8,961	9,400	4.9
Heads of Data Processing	8,319	8,686	3.4
All Jobs	8,873	9,339	5.3

general metal goods category. The size of company plays a part in the level of salary. His head of a major division would be receiving £7,932. Taking all industrial groups into for, say, financial executives is the unit managing director with sales in excess of £200m the same position commands a salary of over £15,000. Lower middle management would be getting £5,642. In fact, the top level, with the company managing director £10,240 and unit managing director in the top category.

Nicholas Leslie

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EXECUTIVE HEALTH

The lumps that can prove so vital to a body's self-defence

TWO SEEMINGLY unconnected matters have exercised my mind recently; yet they are distantly related. One concerns the very understandable ignorance of non-medical people who misinterpret the natural reactions of their bodies.

The other theme is the distressing industrial strife that grows daily in NHS hospitals. The reasons for this are legion, but may arise from the increase of lay administrators, matched by a similar increase in those who, as in any nationalised enterprise or giant industry, see themselves as the "workers" and the former group as the "bosses."

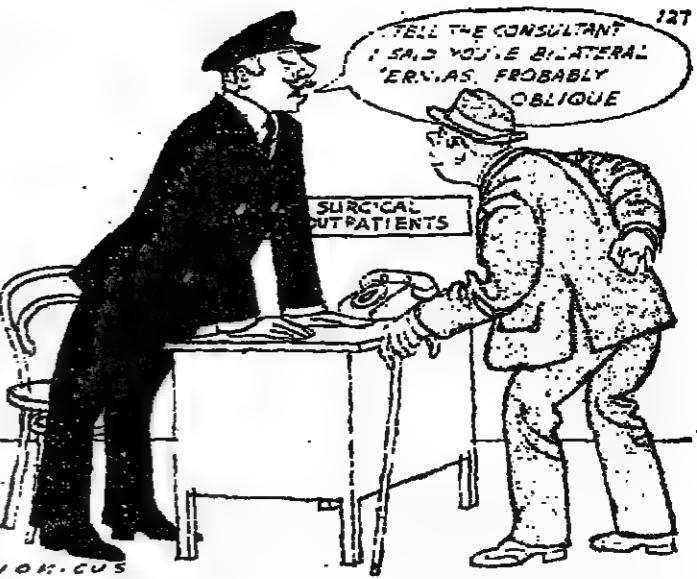
Most categories of manager have been with their companies for quite a long time. Company secretaries of public companies top the league, with almost 17 years' service, of which 6 years has been in their present job. Their average age is 48, which matches that of managing directors, who on average have been with the companies for almost 16 years and have been in the present position for six years.

Among the more mobile executives—although not exactly choppers and chasers—are marketing managers with almost nine years' service, of which nearly 31 has been in their current position, and heads of data processing, for whom the respective figures are just over 9 years' service and five years in present job.

Within the area of fringe benefits, the car remains top of the league in popularity. On average, over 67 per cent of all managers have use of a company car, but the figures range widely between the job categories. Not surprisingly, over 98 per cent of managing directors get a car on the firm, but less than one-quarter of cost accountants get this benefit. As is to be expected, over 90 per cent of executives in the sales function drive company cars.

Survey of executive salaries and fringe benefits, U.K. Available from Inbucor/AIC Management Consultants, Knightsbridge House, 197 Knightsbridge, London, SW7 1RN. Price £10.

Nicholas Leslie



Once only did I recall a misadventure being made and that by a stolid, red-headed veteran, called Mr. Wellbeloved who was a man of great wisdom and presence. His one error occurred in *Surgical Outpatients*, into which he had ushered a curious little man who walked in a way suggestive of many years on canes. The surgeon asked Mr. Wellbeloved for his diagnosis.

The latter smiled. "Simple one, the infected shingles. This was infections, the node becomes Sir," he replied. "Bilateral explained to the man but he overran and itself becomes an abscess, probably oblique." And disagreed. "Then's ruptures abscess: but the process can't like what I did had," he traced down the chain of defence. As well as producing

laudable skill in differential diagnosis. The quantic patient was persuaded to undress thus revealing the cause of his bizarre gait. Strapped to each groin was a truss, each being so much over-sized that they grossly impeded his locomotion. Asked to remove them (they had belonged to his Dad, a much larger man) we were able to see two large swellings in his groins. The consultant examined them and on raising the man's shirt, revealed bilateral lymph nodes draining some important sites and to filter off at holding these painful nodes.

Now that man's ignorance of lymph nodes draining some

true, but usually the invaded

node is firm, painless and, unfortunately, is destroyed as a defensive system of the body.

Their size varies from that of a pin's head to a bullet's egg.

Their major function is to drain important sites and to filter off

unfortunately, bacteria to be attacked by should be as pleased as their

manufacture. With very severe fighting valiantly for victory.

The gentle art of good negotiating

able, giving an outlet for aggression, gullibility and plain wilyness. Posse's enthusiasm helps carry the book, as he advises the reader to be sensitive to the cultural differences and the political problems and he urges the reader to be thorough in research and planning. And while compared with *Training for Negotiating*, some of the psychology may seem a little glib, Posse's starts from the precept that good negotiating is about winning and he seldom strays from that.

Jason Crisp

Techniques

Negotiations in this book are restricted to those in industrial relations, although there are parts of it which could clearly be widely applied. It is divided into three main sections and ends with an extensive section of examples and exercises.

The first section is an unexceptional look at the background of negotiating in industrial relations. And the final section, which is the raison d'être of the title, covers the knotty problem of how one actually tries to train people in the skills of negotiation, and describes the techniques of teaching and the setting of courses.

And of course simulated negotiation can allow experimentation with techniques which could never be risked when it was for real—a bit like playing poker for matchsticks.

But it is the middle section which is the greatest use to a trainer faced with the task of trying to teach the art of negotiating. Although "games" and mock-negotiations may provide a limited experience, it is important to be able to explain rationally to his students the techniques they are using and the effect they have. A niggling complaint is that sporadically the book slips into academic jargon and the occasional page is peppered with "ongoings" and misused "situations."

Swashbuckling

The Art of International Negotiation by Dr. Frederick Posse has a very different approach to the subject. Perhaps the smallest difference is that the negotiations he refers to are not industrial relations but are international deals. Unlike

when they point with a pencil, and what is the best size for a group of negotiators.

Anyone who has been involved in negotiations will come across some very familiar occurrences. A negotiator with some experience might find this middle section useful—especially if he has not had the time to read much academic research—as a way of understanding some of his own behaviour and tactics.

While a negotiator may have a good "feel" for the right moment to get angry, when to be charming and winning or when to threaten to walk out, the book explains the effect these actions will have. Someone with a better understanding of the psychological aspects of negotiating will be able to control his behaviour and be better equipped to be manipulative. Not that the authors set out to teach how to be particularly manipulative.

This middle section will also be of the greatest use to a trainer faced with the task of trying to teach the art of negotiating. Although "games" and mock-negotiations may provide a limited experience, it is important to be able to explain rationally to his students the techniques they are using and the effect they have. A niggling complaint is that sporadically the book slips into academic jargon and the occasional page is peppered with "ongoings" and misused "situations."

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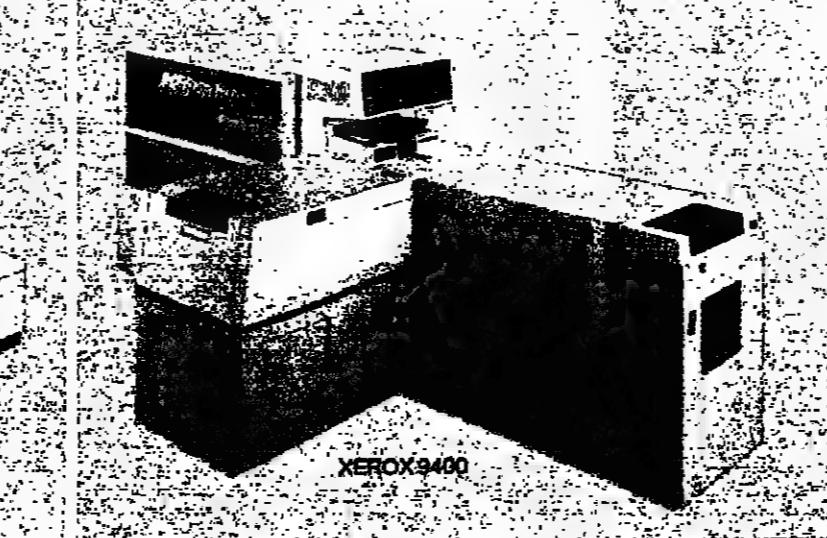
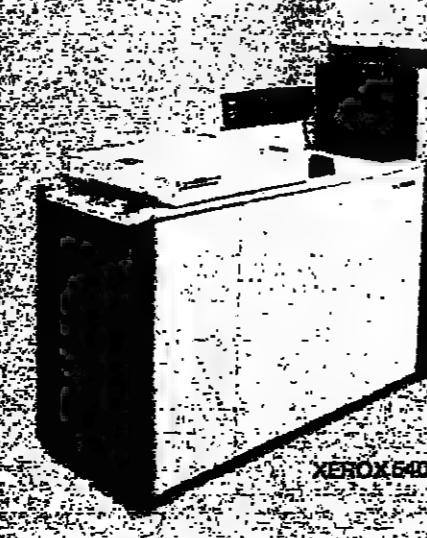
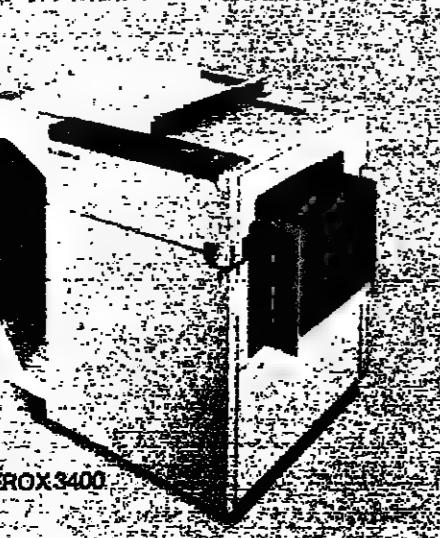
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FINANCIAL TIMES

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Monday October 30 1978

The return of Parliament

IT WOULD be foolish to deny the problems which the Government faced before the recess have grown worse in the interim. All that can be said about Rhodesia, for instance, is that a climax of some sort is nearer, while the chances of there being a united British response have become more remote. Equally, a decision is approaching on the proposed European Monetary System, although the subject has scarcely been discussed in the country, let alone in Parliament. There is no sign that the Government has the will to take Britain in or has fully considered the possible consequences of staying out. The decline of the dollar meanwhile continues on a scale unguessed at a few months ago, and with it the probability increases of a further rise in oil prices at the OPEC meeting in December.

On the domestic front, the Government is still fighting for its income policy, yet however popular it is in theory, in practice the battle is proving hard to win. Not only Ford but Vauxhall seem likely to ignore the 5 per cent target entirely, and the struggle with the local authority manual workers is yet to come. It has also been shown that the gains in productivity from Phase Three of the Income policy have been negligible. Yet without an increase in productivity there is no point in the policy, and it is tempting to wonder whether the policy is worth anything at all. It is a brave fight in a way, but it could be on the wrong battleground.

Cross-Party

It cannot be said either that it is merely a question of waiting for the Government to be replaced by the Conservatives. It is not only Mr. Heath who has shown that the Tory Party is still deeply divided. Some of its policies — via-vis the Price Commission, for example — remain unthought-out and even unconsidered. The Tory approach to EMS is unknown.

These are not happy circumstances for the return of Parliament. Yet Parliament, if it is anything, is the voice of the nation. That puts a heavy responsibility on this session on back-benchers of all parties to draw the Government out and discover what is happening. It may yet be that a number of attitudes will be shared across party lines.

It cannot be said that the reality is very pleasant, either for the Government or for the party lines.

Portugal's new Prime Minister

THE MOST encouraging aspect of the appointment of Dr. Carlos Mota Pinto as Portugal's Prime Minister is that he is just may prove to be more acceptable to the political parties than his short-lived predecessor, the independent Alfredo Nobre da Costa whose technocrat administration lasted only 17 days. The initial reaction of the parties has on the whole been favourable to the appointment. The first important test will come with the election of a Cabinet to back him up. The Nobre da Costa government was unpopular with the parties because it included so many businessmen and technocrats: its very independence seemed to imply a rejection of the principles of parliamentary government, and in particular the stipulation in the constitution that the government should reflect the results emerging from a general election.

Bridge the gap

Having shown last month that they could assert their democratic rights by dismissing the President's nominee, the parties from the unions to relax the 20 per cent ceiling on wage increases which was agreed in his replacement. But Dr. Mota Pinto can only expect to start bridging the gap between the presidency and the parliament, if he can recruit enough leading politicians into his Cabinet to make it look like, and act like, a coalition. In a sense he is better placed to appeal to the middle ground, in that his inclinations are more centre-left than those of Nobre da Costa: he was formerly a prominent member of the Social Democrats (PSD), but left the party when it started to move right, and his appointment has been well received by the Socialists and the Christian Democrats (CDS).

That said, however, the fact remains that the new Prime Minister is faced with a situation in which the odds are heavily stacked against him being able to form a strong stable government. He may be able to attract some politicians into his Cabinet, but a government which looks like a coalition in would be able to pretend that fact, is a shaky basis for firm government. He will need all a very difficult task ahead of his skill in putting together a



New friends. Syria's President Assad (left) and Iraq's President Ba'qr (centre left) agree to bury their differences to concentrate their venom on Egypt's President Sadat (centre right), while Jordan's King Hussein is on good terms with virtually all other heads of state.

Growing tension among Arabs

BY ROGER MATTHEWS, in Beirut

THE CHANCES of a comprehensive Middle East peace agreement emerging from the trip by President Anwar Sadat of Egypt to Israel last November 19 appear to be fading fast. The culmination of that visit, the Camp David framework signed by the leaders of Egypt, Israel and the U.S. last month, has so far failed to attract broader Arab participation or any solid indications that under present conditions other nations are envisaging joining the process. As Egypt and Israel, with the U.S. as a full partner, edge closer to concluding the separate peace that all have insisted was never their aim, so the pressures on and tensions within the rest of the Arab world are increasing.

Perhaps that is the price that will have to be paid for effecting a basic change in Middle East alignments that, some would argue, had to occur if a start was ever to be made in breaking the log-jam of hostility and fighting that has threatened world peace four times in the last three decades. Such an argument, however, tends to be based on the assumption that once the two most militarily powerful antagonists have been removed from the conflict, all other parties will sooner or later be forced to accept the new reality.

That might be a more acceptable argument if it were not for the breadth of issues in the Middle East conflict, the range of nations they affect in subtly different ways and the complex and fast-changing pattern of relationship between the Arab countries. There is little better evidence of this than the summit meeting of Arab heads of state — minus Egypt — which will not be attending — scheduled for this week in Baghdad and the even more dramatic announcement of the planned close military and political co-operation between Syria and Iraq. Such a opposition would have been unthinkable just six weeks ago.

Syria, though deeply angered by President Sadat's unilateral

action, still would like to see a right of the Palestinians to self-determination, the steps that Israel has agreed to implement on the West Bank and Gaza Strip are seen in many Arab capitals as a cosmetic gloss designed to save President Sadat's conscience and ensure that both countries have now acted together to seize the initiative reflects the depth of Arab disarray in the wake of Camp David and the absence of any one nation to which the others can look for firm guidance and leadership. If that proves to be the lasting consequence of Camp David then instead of launching one festering boil the effect may be to cause a crop of smaller ones to break out across the face of the Middle East.

Israelis peace treaty and the side of the basic Arab conviction

that Mr. Begin has no intention of surrendering the West Bank which to him is Judea and Samaria, part of the biblical land of Israel. Until some pledge is given that Israel will eventually withdraw totally from the West Bank — coupled with whatever range of security guarantees and whatever links with Jordan — it is unlikely that King Hussein, the prime target of U.S. diplomacy, will agree to participate. In spite of all his well-known sympathies for the West, the 42-year-old Hashemite monarch has not survived 26 years on the throne of a now truncated Jordan by gambling too heavily against the odds. He is the only Arab leader who is on good terms with virtually all the other heads of state, a survival technique dictated by his lack of military clout, his economic dependence on external financial aid and the fact that more than half the population living on the East Bank are Palestinians.

Predictably the Palestine Liberation Organisation, headed by Mr. Yasser Arafat, and recognised by all the Arab states in 1974 as the sole legitimate representative of the Palestinian people, rejected the Camp David accord out of hand. More worryingly from the American point of view, there is no indication that other perhaps more moderate Palestinian notables, living on the West Bank or outside, are any more impressed. If Camp David represented the peak of American achievement in putting pressure on the Israelis, what hope was there for further progress once the weight of Egypt had been removed from the negotiating balance, asked a member of the Palestine National Council last week. He saw Camp David as shutting the door to an independent Palestinian state rather than as an opening of which later advantage could be taken. His view, he felt, was confirmed soon after Camp David when Israel's Prime Minister, Mr. Menahem Begin, said that the freeze on Jewish West Bank settlements would last for three months whereas President Carter had understood it would last for five years.

However, even the most sincere protestations of intention can make little headway against the most obvious shortcoming of Camp David, which involves not just land but more importantly the future of the Palestinians. Without any formal link between the Egyptian

and Israeli peace treaty and the side of the basic Arab conviction that Mr. Begin has no intention of surrendering the West Bank which to him is Judea and Samaria, part of the biblical land of Israel. Until some pledge is given that Israel will maintain a good working relationship with Washington, to achieve self-determination for the Palestinians (whom it also fears), to promote Arab unity, and to exercise the leadership that its vast wealth allows.

Irritation at Saudi Arabia's apparent vacillation and unwillingness to make its position clear while turning the financial tap on and off without prior notice, has become more noticeable. In both countries occasional hints of nostalgia for the pan-Arab style, if nothing else, of the late President Gamal Abdel Nasser of Egypt can be detected. With all his glaring faults, it is said, at least he gave meaning to Arab nationalism and articulated it. Whatever meaning it still has will probably only become partially clear in Baghdad this week with the energies and attitudes of many of the participants already sapped by intercommunal disputes.

While as a matter of honour and prestige the King would like to restore at least his technical sovereignty over the West Bank and East Jerusalem, quite apart from the economic benefits that would result, he will undoubtedly have been duly impressed by the sudden and rapid rapprochement between Syria and Iraq. Jordan has a common border with both countries, and has slowly been moving towards greater economic integration with Syria.

Eastern front

The extensive list of bitter and unresolved issues between the two rival Ba'athist regimes in Damascus and Baghdad is obviously a major qualification to the significance of the agreements between Syria's President Hafez Assad and Iraq's President Saddam Hussein last week, but it does nonetheless raise the possibility of a far more potent eastern military front that will limit the opportunity for Israel to reduce its military expenditure when ranged along the

main fronts. That is those who argue for patience in the Middle East in general and Arab alignments in particular with those made by Mr. Sadat in Bagdad without being able to advance any more positive alternative. They are the ones which are in danger of being pushed into more extreme positions this week, a danger which has been increased by the latest Israeli statements on the West Bank and East Jerusalem. It may be too late for President Sadat to exercise much political leverage on the Israelis, but there could still be time for the U.S. to exercise a more emphatic influence on Mr. Begin. History shows how absurd it is ever to narrow down to just two main fronts. That is those who argue for patience in the Middle East in general and Arab alignments in particular with those made by Mr. Sadat in Bagdad without being able to advance any more positive alternative. 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FINANCIAL TIMES SURVEY

October 30 1978

Starting
to feel
the
inch

Reginald Dale
European Editor

IT'S first year in office, the Centre-Right coalition of Dries van Agt has begun to face the deep-rooted economic social problems that must be resolved if the Netherlands is to retain its prosperity into the 1980s. It is far too early to know whether the attempt will succeed.

Mr. van Agt has so far succeeded more easily than most people expected last December when he assumed the leadership of a shaky-looking coalition. A Parliamentary majority of two seats, and four more that many dissidents left in its own ranks. After the year of tiresome haggling that failed to produce the logical alternative, a new Centre-Left coalition, the country seems prepared to give Mr. van Agt a chance.

On the surface, the Dutch may lead an existence that old seems enviable to most outsiders. Years of steady economic growth fuelled by a large reservoir of natural gas have in the Netherlands one of the world's highest standards of living. The country has the world's highest minimum wage, a per cent of the population is unemployed, but they cushioned by what is argued the world's most extensive welfare system. Life is good.

But most Dutch people are aware that it cannot go on before, that they have been trapped by their own prosperity. A people whose livelihood depends on foreign trade, have become so rich that fewer and fewer people can afford to buy their goods. And gas will soon start running out.

Both Government and the approved the programme in or another. After four years of Centre-Left Government, the unions now agree that it is opposition, but left many loose ends.

The Netherlands

The Dutch are looking ahead to the 1980s with apprehension. They are aware that action must soon be taken if the country is to lay the basis for a prosperous society and secure economy in the years ahead.

thing is done soon, is one of essential to restore profitability by mounting balance of payments in private industry and put a deficit, a weakening guilder, brake on the growth of the public sector. The differences are of method and degree. The

The steady collectivisation of argument is no longer whether to cut back the growth of public expenditure, but by how much. The Government's answer is contained in a comprehensive medium-term programme for Tax and social security demands on employers have now raised the three years to 1981, known as "Bestek '81," which it published this summer. Its principal, if not impossible, to operate at a profit. For exporters, the continuing 200,000 now to 150,000 by 1981, strength of the guilder has reduced inflation from its present level of over 4 per cent to 2 to 3 per cent during the

The prime aim of the Government (and the unions) is to bring down unemployment and generate new jobs for the future, while keeping inflation in check. But private industry restraint will also be essential

has no money for job-creating. Once the adjustment has been achieved, the growth of public investment and will have even more achieved the growth of public expenditure is to run approximately parallel to the growth in demands of the social security system. The Government could theoretically spend money to not make the Government says create jobs in the public sector, it foresees serious social tensions but apart from the likely inflationary effects, that would bring no relief to industry. Besides, the Government is committed to cutting back the growth in of "Bestek '81" is just getting under way. A Parliamentary session earlier this month said it will do no such thing.

Both Government and the approved the programme in or another. After four years of Centre-Left Government, the unions now agree that it is opposition, but left many loose ends.

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ends united. The theme will be steeling themselves for a tough battle with what they see as the rightist Government of weeks when negotiations open for a new national wage agreement with the trade unions, whose co-operation will be essential if the Government's

plans are to succeed. Negotiations with the trade unions in recent years have tended to be not simply about wages, but to raise far wider questions about the nature of Dutch society. This is because the trade unions are only prepared to accept strict wage restraint, which they know to be necessary, in exchange for which it inherited from the previous administration, and they do not like many aspects of "Bestek '81."

The unions' criticisms of "Bestek '81," shared by the Left as a whole, raise fundamental political issues that concern the merits of free enterprise versus dirigisme and individualism versus egalitarianism. It is an essential part even in an expanding company above F1 50,000, while right-

that, once profitability is being reduced worldwide, restored, private enterprise will even in areas where wage start investing again and jobs costs are lower, as technology advances. In 1972 it

prize knows best where and took almost 12 hours to assemble

ments, in the Government's four

Other sectors that have been suggested as pacemakers for the Dutch economy in the coming decade are anti-pollution equipment, energy-saving equipment and alternative sources of energy, and the building of special ships for gas transport.

But these are unlikely to be

highly labour intensive. The

unions' answer is in demand

radical reductions in working

hours.

The second question is the

sharing out of the sacrifices

necessitated by the standstill in purchasing power that the

so fast that the Netherlands has

already accuse of creating

generally bad social and politi-

cal atmosphere for negotia-

tions. They do not like the way

his Government has toned down

reformist legislation, for

example an excess profits tax

which it inherited from the pre-

vious administration, and they

do not like many aspects of

"Bestek '81."

The unions' criticisms of

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dividualism versus egalitar-

ianism. It is an essential part

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above F1 50,000, while right-

majority. Mr. van Agt faces a

daunting responsibility.

The banking world does not exist. There are only individual banks.

Draw your own conclusions.

The banking world is the sum of individual banks with their own characteristics and specializations.

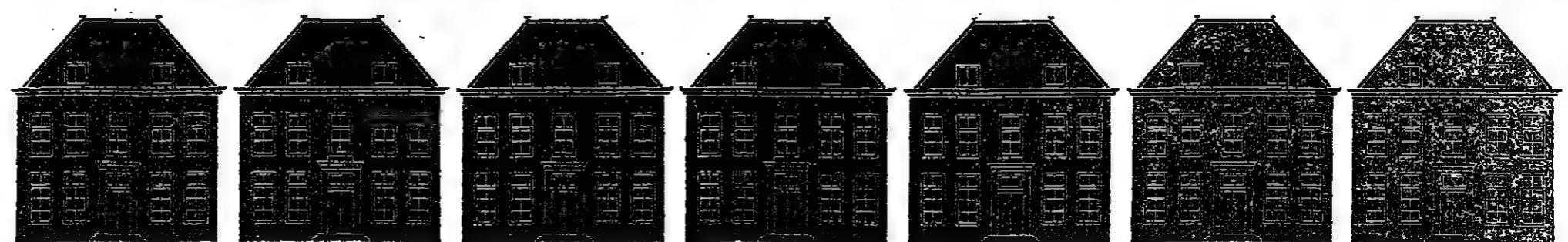
One of those characteristics can be finding individual solutions to individual problems. But are there any banks left who have the time and the talent for such a task?

Yes, there are some banks that take the time and have the talent available to advise their clients in a personal and tangible way.

In other words, without thinking in abstractions such as "the" commodity trade, "the" business world and "the" private investor. Mees & Hope is one of those banks.

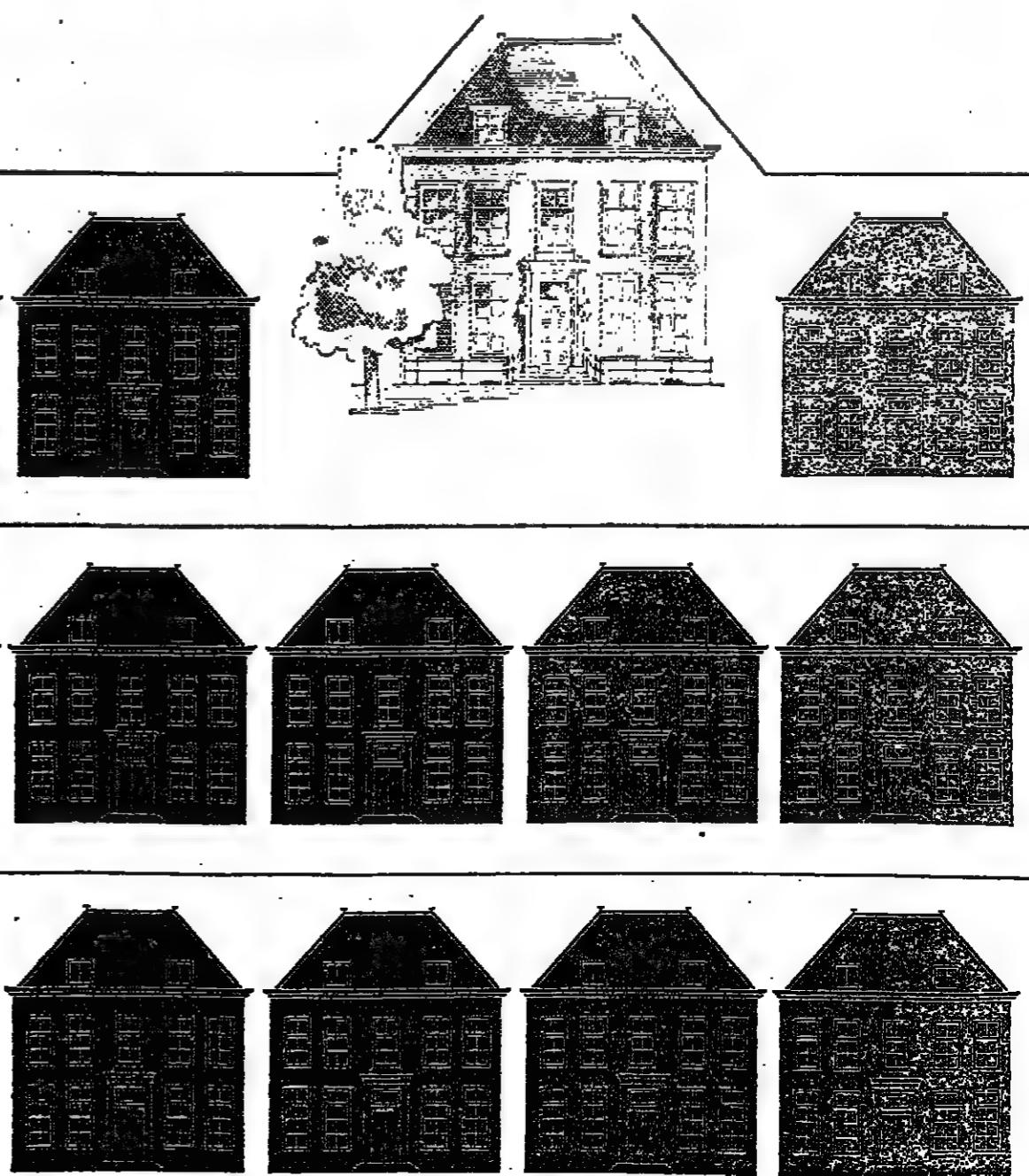


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Amro Bank of course

What are the advantages of starting a business in the Netherlands?

Excellent communications, including the largest port in the world at Rotterdam; stable and well organised labour relations; a long business tradition; excellent living conditions. Some of the world's largest companies — Philips, Unilever, Royal Dutch Shell — are there.

Does the Dutch Government encourage new business ventures?

Yes, it does. Foreign-owned companies are treated in exactly the same way as Dutch companies, and, in some instances, even have favourable tax treatment.

Are the Customs tricky?

Typical of the flexible Dutch customs system is that you can

store goods brought into the country indefinitely in bonded warehouses without payment of duties or VAT (Value Added Tax).

What import duties will I have to pay?

Import duties were abolished for EEC members on 1st July, 1977. Associate members, and some other countries, have preferential trade agreements. VAT (Value Added Tax) is levied on most imports.

What do the Dutch need most?

Predominantly raw materials, since the country has a shortage; finished products too, in order to support the national chemical, metallurgical, petroleum and electrical industries.

What are labour relations like?

In the last few decades, there have been very few labour disturbances and strikes, largely due to the fact that employees and employers have good means of communication which they exercise to reach satisfactory wage and conditions agreements.

Amro Bank is a leading Dutch bank, with over 800 branches throughout the country. Amro has a network of correspondent banks stretching round the world, and is a member of European Banks International (EBIC). If you want to know more about doing business in or with the Netherlands or for details of our commercial banking, trade finance and business promotion services in Europe and internationally — please contact us at either of the addresses below.

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THE NETHERLANDS II

The economy

A modest upturn

RECENT WEEKS have brought a certain over-optimism about the Dutch economy. Earlier this month, the Central Bank put out a cautious quarterly report suggesting that economic activity appeared to have increased in the second quarter.

Similar noises are coming from private banks. Even second quarter statistics, however, are still incomplete.

In its latest economic review, the ABN Bank, the country's largest, drew some encouragement from the increasing level of industrial output, which appeared to be 4 per cent up on the first quarter, a rise reflected in an increase in capacity utilisation from 78 per cent in January to 80 per cent in late spring.

"The gradual shift in the nature of the problems facing industry — from insufficient demand to a shortage of labour — also indicates the outline trend of a slight improvement in economic conditions," according to the bank.

Official estimates are that the economy should grow by 3 per cent in the second half of the year, after a 2 per cent increase in the first, giving 2.5 for the year as a whole. The Government is still optimistic that, with the help of the record public sector deficit provided for in the budget presented last month,

the 3 per cent growth rate can be maintained for next year as a whole. But private economists are sceptical, suggesting the rate is more likely to be 2 to the guinea.

They point to persistent Gov-

ernment over-optimism about the bone. Companies are not the fight against inflation, and investing far too few new jobs are being created.

Unemployment, now at just over 200,000, or 5 per cent of the labour force, may not reach

the official estimate of 225,000 by the end of the year. But the prospect is for rates of 235,000 to as much as 280,000 in 1982 if no action is taken. The Government's aim to reduce it to 150,000 by 1981, with the aid of the three-year plan published this summer, has been greeted with some scepticism. And these figures taken no account of hidden unemployment which may be three or four times larger.

Faltering exports, unemployment, declining competitiveness, ability to compete, and the squeezing of profits — all inter-related — are the factors that worry Dutch economists most. Last year, the previous government was expecting a balance of payments surplus on current account for 1978 of F1.5bn (f1bn), but the first half has produced a deficit of F1.7bn. The performance is generally expected to improve in the second half, but full-year figures are not expected to show the country doing much better than breaking even, perhaps with a modest surplus of around F1.500m.

The relentless rise in wage costs, due largely to the country's high levels of taxation and social security payments, combined with the strength of the guinea, may be necessary if, and when, the new European Monetary System becomes operational.

But the country still has massive natural gas reserves and a relatively low inflation rate, and the underlying tendency for the time being is for the guinea to remain strong against all other currencies except the star performers like the Deutsche mark.

In the longer term, as the gas

balance deteriorates, the general consensus is that the pressure on the guinea will be downwards. For the moment, the Government's dilemma is

whether to widen the public sector borrowing requirement still further in the interests of job creation, at the risk of rekindling inflation.

Despite the recent signs of improvement, the outlook — as

Mr. Frans Andriessen, the Finance Minister, admitted last month — remains "gloomy."

Reginald Dale

Foreign policy

Consistent attitudes

DUTCH FOREIGN policy has recently solved by shelving the or Danish lines, and that largely long been one of the most consistent in Western Europe, largely immune to successive changes of Government. The overwhelming national consensus has been that the country's interests are best served by membership of an integrated European Community and strong NATO — a fortress from within which the country can most effectively attempt to rally to influence the course of world affairs in its own relatively small but distinctive way. If the purpose of NATO membership is to prevent domination by the East, in Dutch eyes the purpose of maximum integration in the EEC is to prevent domination of the smaller members by their bigger partners. Economically, it would be unthinkable for the Dutch, more dependent on exports than almost any other nation, to settle for less than the freest possible access to their neighbours' markets.

These interests secured, the Dutch have felt free to take a view on a wide range of world issues, some of which, like Vietnam, may be of little direct concern to the Netherlands. Despite their genuine Europeanism, they have not always felt that Community membership, and the burgeoning process of nine-nation political co-operation, necessarily requires them to take the same line as the other eight members. The Dutch, like the Swedes, frequently see themselves as the conscience of the Western world. There has often been a strong moral content in Dutch attitudes that is not always reflected in those of their partners.

In an interesting analysis published earlier this month, Mr. Jerome L. Heldring, one of the country's leading foreign affairs specialists, detects a note of change after so many years of continuity. He argues that following the great Dutch social revolution of the mid-1960s, in which traditional standards and disciplines collapsed and the Dutch church was radicalised within a decade, the country has become imbued with new spirit of neutralism and pacifism, particularly among the young.

If anything, Mr. Heldring maintains, the force of moralism and idealism as factors in Dutch politics has become stronger than ever before as a result of the social changes that began in the 1960s. Recent developments would appear to bear him out, at least in this respect. Both moralism and idealism have certainly been brought sharply to bear on each of the three foreign policy issues — South Africa, nuclear non-proliferation and the neutron bomb — that have provoked major debate in the Netherlands in the past year.

Nuclear issues continue to arouse enormous passions in the Netherlands. The argument over safeguards on an enriched uranium deal with Brazil — only perhaps surprisingly, this apparent apathy is reflected in the supposedly avidly pro-European Dutch Parliament, which hardly ever debates EEC affairs. The Parliament is only now, after over 20 years in the Community, thinking about the introduction of EEC legislation scrutiny procedures on British

Continuity has also been largely maintained on two other main foreign policy issues — South Africa and Third World development — despite initial appearances to the contrary. The new Foreign Minister, Mr. Christiaan van der Clauw, first took what seemed to be a much softer line on South African sanctions than his predecessor, Mr. Max van der Stoel. He still does not agree with Mr. van der Stoel that the time has already come for sanctions to be imposed, but he now accepts that the Netherlands will have no choice but to "support and promote" sanctions in the near future if there is no change in South Africa's racial divisions.

The new Minister for Overseas Development Mr. Jan de Koning, also appeared to be going back on the policies of his predecessor, the controversial Mr. Jan Pronk, when he promptly removed five countries from the Dutch list of 17 "target nations" which receive special aid priority. But he maintains that the main reason was to enable him to continue Mr. Pronk's policies, which were simply over-stretched by the number of members, however small, a real say in joint decision-making.

CONTINUED ON NEXT PAGE

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THE NETHERLANDS III

Politics

A surprising coalition

PEOPLE were taking bets on the durability of the new coalition that took to the right of the heterogeneous grouping that makes up the Christian Democrat Appeal. Everything about it seemed wrong.

In the first place, it seemed the country had had its fill of Prime Minister foisted on it. To most people, the winner of the elections had led to the new Government's formation was Mr. Joop den Uyl, the popular Labour leader. Yet Mr. den Uyl, ending four years of successful premiership to become leader of the Opposition, that despite a spectacular victory in the May elections in the number of his Party's seats had shot up from 43 to 150 in the 150-member second chamber, Mr. Dries van Agt, incoming Prime Minister, seen his Christian Democrats, in their new CDA alliance, advance by a single seat from 48.

Most surprising was the coalition's CDA-Liberal position. Many Christian Democrats would have strongly urged to continue their previous Centre-Left coalition with the Labour Party—indeed Christian Democrats and Socialists had spent most of the four months since the election trying to do precisely that.

A small group of seven dissident Christian Democrats had early opposed the last-minute switch to the Liberals, whose policies are comparable with those of Britain's Conservatives.

Several leading Christian Democrats had turned down invitations to serve in the new government. Yet Mr. van Agt was going to govern with a majority vote. To make matters worse.

Christian Democrat rebels led by the Party's floor leader in the second chamber, Willem Aantjes,

Mr. van Agt himself was relatively political unknown. As Minister of Justice in the outgoing administration he had been a tough anti-terrorist leader. Aantjes had played a succession of Moluccan issues, but he had played a controversial role in the botched trial of alleged war criminal Peter Menten and angered many people with a threat not to sign a new Bill legalising

abortion into law even if it were passed by Parliament. He stood to the right of the heterogeneous grouping that makes up the Christian Democrat Appeal.

Survived

But Mr. van Agt has not only survived—his Government looks relatively stable. One might suppose that Mr. den Uyl occasionally regrets that he allowed the long months last year in which the Christian Democrats and Socialists bickered over personal and political aspects of their proposed new union to end the way they did.

True, Mr. van Agt has had his nasty moments. His first Minister of Defence, Mr. Roslof

Kruisinga, resigned after only two and a half months in office in protest at his Cabinet colleagues' reluctance to take the neutron bomb. The CDA is made up of the Catholic People's Party (KVP) with 26 seats, the Anti-Revolutionary Party (ARP) with 13, former line against the neutron bomb, and the Christian Historical Union (CHU), with 10.

In the summer, at the time of the trial of Anatole

Schcharansky, the Russian dissident, Mr. van Agt was astonished to learn that a thinly disguised Cabinet meeting, chaired in his absence by his deputy, Mr. Hans Wiegel, the Liberal leader, had decided to "freeze relations" with the Soviet Union. A subsequent policy appraisal concluded there was no way of doing this short of taking the drastic step of breaking off diplomatic relations with Moscow—and the whole affair was considered with some embarrassment, best forgotten.

The Christian Democrat rebels have played up in Parliament, particularly on nuclear issues like the export of enriched uranium to Brazil and the neutron bomb. Mr. Aantjes

Hague is that the Government has gone as far as to suggest

that the Netherlands might

have to leave NATO if the neutron bomb were deployed in foot wrong as a result of a missile

Europe, which can hardly be taken

of odium all round.

The general view in The Hague is that the Government is safe for the time being, although the Netherlands might

though it is not totally excluded

to leave NATO if the neutron bomb might put a

missile

in the wrong place.

The result has, sometimes, been the emergence of two polarised ones, one backed by the Government and the other by a dissident.

Mr. van Agt has proved himself a surprisingly adept parliamentarian during his spell in the post of Deputy Premier and Minister of Home Affairs.

The move has removed the vote-

catching Mr. Wiegel from day-

to-day party politics.

The Christian Democrats' success with public opinion is another reason why an early

winter election (the next is due in

doing so he has sometimes 1981) is not considered likely to bring him into the Government. He is not considered likely to be a good fit with the Liberal's political style. He recently refused to debate an important issue in their domestic issue with a Parliament in their current mood, and the Socialists' main opponent because he will probably want to wait until said. "You know much more about it than I do."

The new Government has launched a major three-year economic plan to restructure the country's economy, and has more or less completed work on three major innovative social measures that have long been at the centre of Dutch political debate—an excess profits tax, reform of company works councils and new investment incentives. A fourth—land reform—has been allowed to slip from sight. The new measures are watered down versions of plans put forward under the last Government and the changes have not pleased the Left and the trade unions. But they represent a success for Mr. van Agt.

Gains

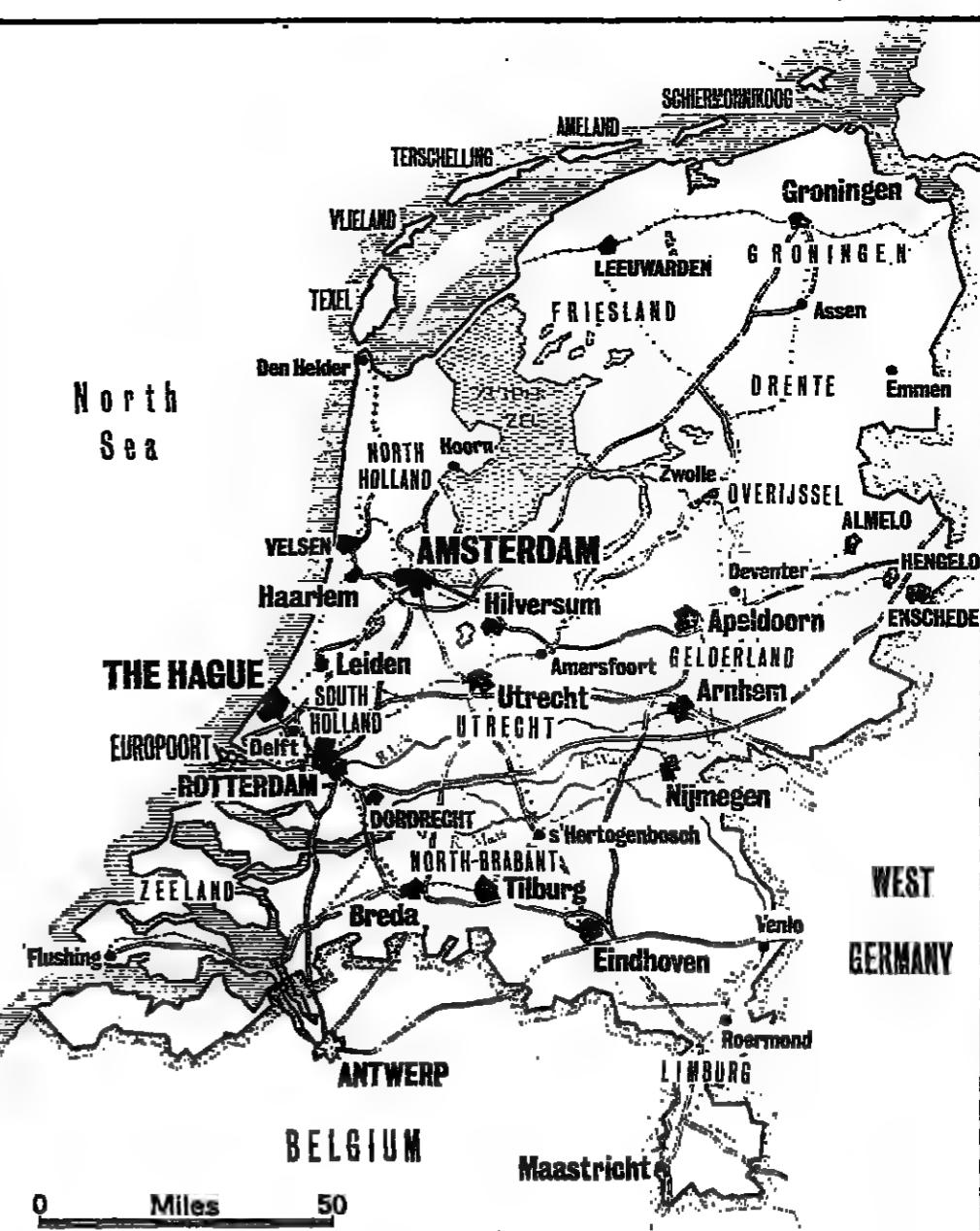
As the major coalition partner the CDA is doing its best to demonstrate that it has recaptured the strategic centre ground of Dutch politics that the three main confessional parties were coming close to losing in the early 1970s.

Now the Christian Democrats are showing gains at the opinion polls and in local elections, mainly at the expense of their Liberal partners. The reason seems to be that Right-wing Christian Democrats who deserted the CDA for the Liberals when it was in coalition with the Socialists are returning to the fold now that the link with the Left has been broken. It is ironic that it should be the Liberals, the cause of their reassurance, who are losing the votes.

Another factor could be the elevation of the youthful Liberal leader, Mr. Hans Wiegel, to the post of Deputy Premier and Minister of Home Affairs. The move has removed the vote-catchers from day-to-day party politics.

The Christian Democrats' success with public opinion is another reason why an early

winter election (the next is due in



Attitudes

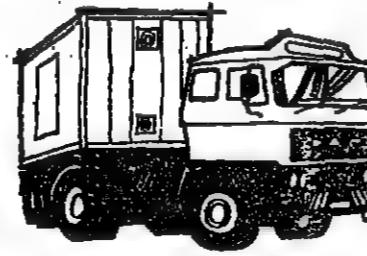
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In Cuba's case it was specifically international league table of aid project identification and stated that the reasons were also political in view of continuing difference in approach will largely be one of political tactics. The new Minister has said that the country's generous donations were not always ending up at the right destination. The countries removed from the list—Cuba, Jamaica, Peru, Colombia and Tunisia—were dropped on the grounds that they have long been divided right and left in the Netherlands, in present circumstances the decision that riding out ahead of the pose like Mr. Pronk. Many Third World countries will be disappointed to hear that the new Minister has said it will maintain the former "aid norm" of 1.5 per cent of net national income, a commitment which placed the Netherlands second after Sweden in

R.D.

Specialisation or diversification?

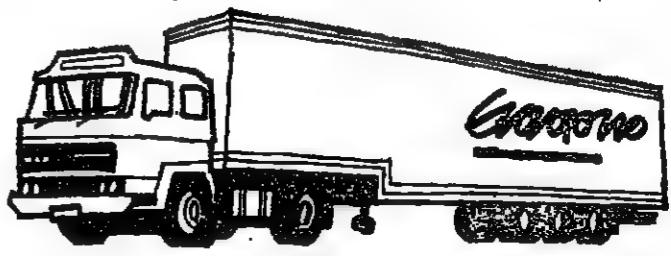
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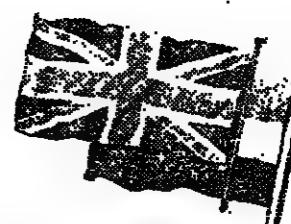


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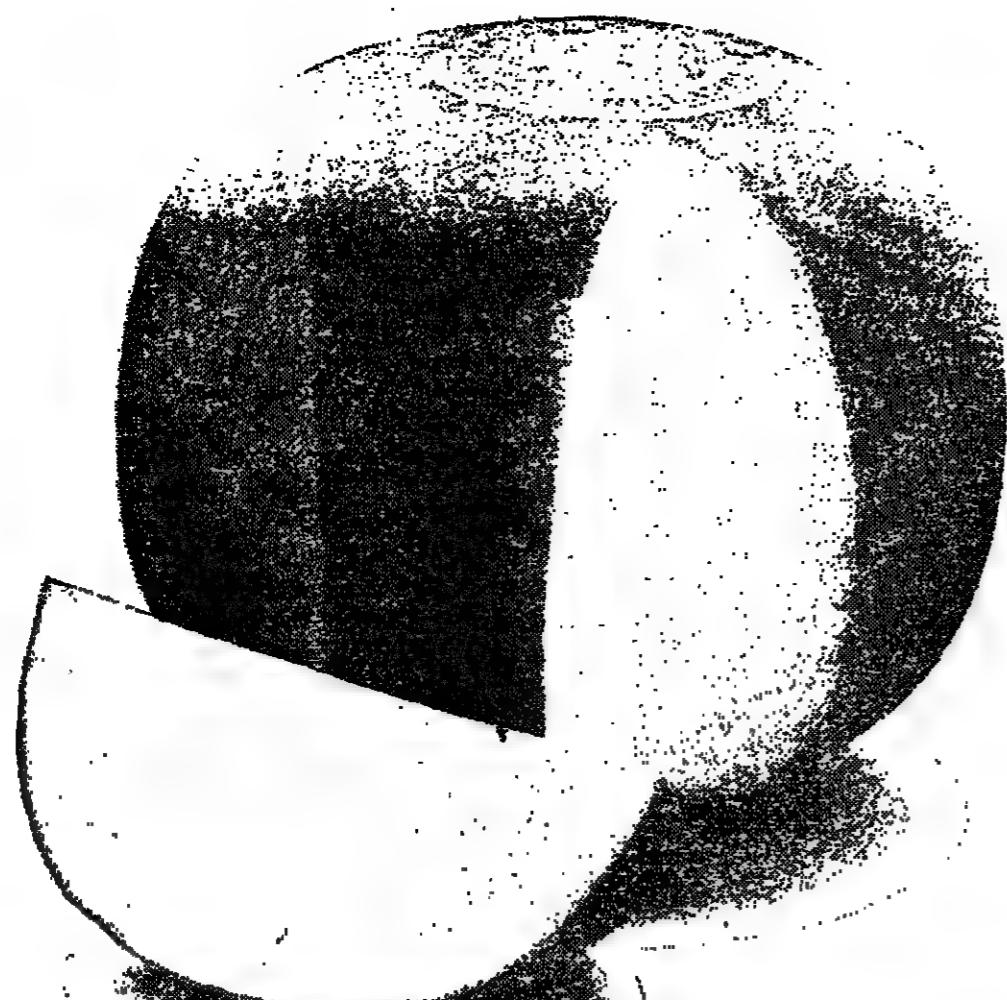


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THE NETHERLANDS IV

Banking

Outlook favourable

AFTER A successful first half, during which profits generally increased faster than business volume, the Dutch banks are confident that the second half of 1978 will also prove favourable. Pressure on the guilder within the European joint float in recent weeks has disturbed the even course of the Dutch currency, however, and the Netherlands central bank has twice been forced to increase bank rate.

With the exception of Amsterdam-Rotterdam Bank (Amro) and the Centrale Rabobank, the major Dutch institutions saw profits grow more rapidly than balance sheet totals. Not all business is recorded in the balance sheet and the banks apply different accounting methods and have different areas of activity, but this comparison does provide some measure of their performance. Net profits at Rabo showed the most subdued growth, rising only 5 per cent on an 11 per cent increase in assets, while at Amro profits were 18 per cent higher on a 21 per cent bigger balance sheet.

A stronger profit performance was shown by ABN, where the profits increase was 22 per cent against only 9 per cent for assets. Nederlandse Middenstandsbank (NMB) reported a 16 per cent rise in profits against 14 per cent in assets. Performance was even better among the smaller institutions, with Slavieren raising profits 21 per cent on a 5 per cent larger balance sheet total, while Nederlandse Credietbank reported increases of 28 per cent and 7 per cent. Both Amro and ABN announced higher interim dividend payments and expressed optimism for the second half of the year.

Uncertainty on the foreign exchange and capital markets in the past few weeks may have upset the banks' forecasts, which were often made conditional on their being able to maintain credit margins. After the joint float currencies initially moved in unison against

the declining dollar, the guilder came under pressure within the European float in September, and required substantial official support.

The central bank was finally forced to raise bank rate and the other official lending rates by 1 per cent on September 26 and by another full point less than three weeks later on October 13. The first increase removed much of the pressure on the guilder but Dutch money market rates remained well into double figures.

Controls

Despite the cautiously favourable report on the levels of Dutch economic activity contained in the central bank's latest quarterly report, the economy remains sluggish. The bank nevertheless intends to retain its controls on credit growth. After discussions with the banks in the first week of October, the central bank has confirmed it will maintain its curbs until March 1979. Credit growth which is not financed by capital market borrowing is limited to an annual 8 per cent. Prompted by these limits on

short-term financing, the banks have continued to increase their share capital by issues, private placements and stock options. The Dutch banks moved higher in 1977 in the list of world banks compiled by the American Banker. On the basis of deposits, Rabo was the leading Dutch institution in 26th place, up from 31st the year before. ABN fell below Rabo and was 27th compared with 29th. Amro rose to 28th from 32nd. No changes occurred within Holland in the ranking of the major Dutch banks. Taking balance sheet totals as the basis for comparison, ABN continued to head the list followed by Rabo, Amro, NMB, NCB and Slavieren.

The major banking development in recent months has been ABN's announcement in August of a \$52m bid for the entire share capital of Lasalle National Bank of Chicago. ABN has initially moved in unison against reached agreement in principle

to acquire the 84 per cent holding of GATX Corporation in the "Postbank." Given the diversity and size of the activities though, they have another 14 per cent of the shares to offer the remaining 2 per cent of shareholders the same terms and conditions.

This is the most substantial move by any Dutch bank into the U.S. market and reverses the post-war trend of U.S. banks buying up stakes in Dutch institutions.

Lasalle, with assets of \$852m, is number 184 in the list of The two banks, and their major Dutch banks—but the suc-

cessful conclusion of the Lasalle deal will mean a major addition funds on the capital market to its operations.

It already a large scale, the professor has substantial holdings in argued. The companies might

banks in Saudi Arabia, France and Switzerland as well as more with the proceeds of public

than 200 branches in 40 countries.

Previously, the major Dutch banks had been Amro's 17 per cent stake in European American Bancorp. European American

was set up by Amro and five of its partners in the European International Company placing capacity—both of which

could be developed by other

banks if they wished.

The banking world continues to attract top names from other

trickle although two new names sectors. Following the move of

have made an appearance. The EEC Farm Commissioner, Amsterdam-American Bank, a Mr. Pierre Lardinois, to Rabo

subsidiary of the U.S.-based and of Mr. Coen Oort, Holland's

Mid-American Credit Corporation, Treasurer General, to ABN in

opened an office in Amsterdam earlier this year. Amsterdam

figures have joined banks in a

dam-American specialises in controversial move Mr. Wim

financing trade with Latin

Duisenberg, Finance Minister in

America. The announcement by the last government, decided

the Banco de Vizcaya earlier to join Rabo only months after

this month that it plans to set handing back his Minister's

up an office in Amsterdam portfolio and becoming a simple

MP. Dr. Johannes Witteveen re

the Spanish bank could

be the first of many to Spain director of the International

prepares for membership of the Monetary Fund and is to serve

European Community.

The arrival of more foreign

banks will strengthen the Dutch

banks' argument that competi-

Charles Batchelor
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THE NETHERLANDS V

The capital market

An air of nervousness

ITS equity counterpart, the Dutch capital market is temporary. At all events the investing institutions are stuck through a testing time. The Dutch bond market is, as recent figures for volume is as good as it gets, no stranger to dramatic events. Sitting along with Belgium on the fringe of the European hard currency club, Holland has long had to fend off the unwanted backlash of sticking to the heels of the D-mark and the Swiss franc. This year, however, the Government has had to cope not only with the way the shrinking dollar has come to something old but the most pressing created by uncertainties currency markets. For against a background of mounting the revaluation of the guilder has removed

High unemployment is allowing the authorities less room in the Snake (the joint Central Bank to call off its support operations. Having moved firmly into the red, about 20 per cent at one during the recent crisis, term (call money) interest have now settled back to normal levels.

There is a continuing air of uncertainty and uncertainty in bond dealers in Amsterdam. The respite in the foreign exchange markets may prove

guilder. In the first four months in August pulled in a record

of 1973 the average yield on FI 700m. This was probably to 10 years, but in the private placement market, maturities around a quarter to 7 per cent. Since April Dutch yield graphs have begun to read like a fairground switchback.

The Government's capital market funding programme this year provides a neat guide to yield patterns. Last year closed

with an offering by the Government in 15-year bonds carrying a coupon at 8½ per cent.

As a source of new capital, however, the market in public bonds is heavily overshadowed by the private placement market. The public arena has been

restricted largely to State and semi-State borrowers plus

financial institutions like the ABN Amro and Mees and Hoogeveen between them raised

around FI 350m since August.

But the private market is where the bulk of Dutch capital raising tends to be concentrated.

Backed by a secondary market and visibly linked to central bank policy on interest rates, the public bond market is clearly the "price leader". But the attractions to Dutch borrowers of the private placement market are undeniable. The supply of funds is almost instant with the banks—which tend to act solely as intermediaries—quick to tap a ready pool of lenders in the shape of pension funds, insurance companies and the savings institutions.

At the same time there are no initial costs of the type associated with public issues, and borrowers can take up loans for longer periods. Stock market money is largely limited

Jeffrey Brown



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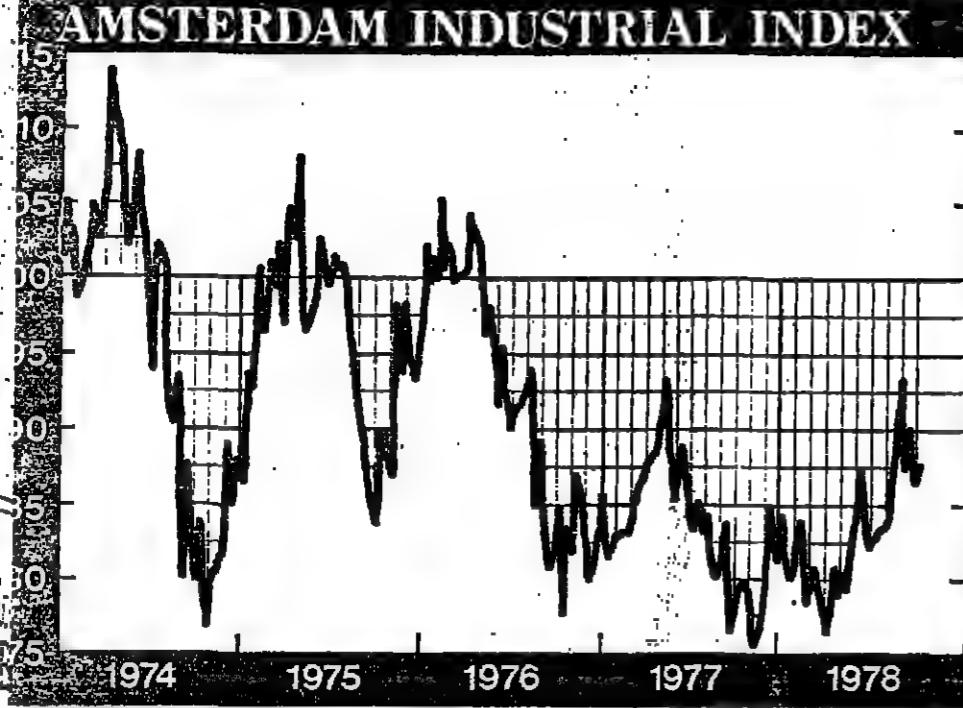
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Trading

CONTINUED FROM
PREVIOUS PAGE

concerned, unknown and dealing expenses are still fairly modest.

Too modest for some, in fact, especially when combined the bouts of inactivity that the Amsterdam market can be prone to. The average commission on share transactions amounts to about 0.8 per cent of the amount invested. At least one major bank proposes to prune back its equity investment services on the grounds that it can no longer afford to carry the business as a loss leader.

One of the more intriguing aspects of the financial markets in Amsterdam has been the recent formation of a market in traded options on the U.S. pattern. Called the European Options Exchange (EOE), this market came into operation in April with nine official listings, three Dutch shares, three UK and three American. Listings now total 24 with the possibility of further listings before the end of the year if discussions presently under way with the French authorities prove fruitful.

Opinions

Opinions on the EOE are polarised. At best its reception can be described as mixed with daily contracts hovering around 1,300 and therefore still some way short of the 6,000 or so needed to allow the exchange to cover its operational costs. But the new market has had some success in building up tentative links with stock markets elsewhere in Europe and the U.S.

The EOE was originally intended to be a joint venture between London and Amsterdam Stock Exchanges. But the plan for twin trading floors fell through and the EOE was left to press on alone. However, the EOE does have extensive links with several UK stockbrokers, and the management of the exchange are clearly hopeful that the two centres will eventually settle their differences and come to a purposeful trading arrangement.

An agreement of this sort could go a long way towards solving the EOE's outstanding difficulty, namely the problem of persuading various national regulatory bodies to reduce their barriers to cross-frontier option trading.

Jeffrey Brown



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Teneinde de mogelijkheden voor toekomstige groei te vergroten, het rendementsniveau te handhaven en de risico's op wat langere termijn te spreiden, is besloten tot verdere internationaleisatie. In dat kader zullen in de toekomst alle internationale activiteiten van de bank vanuit een nieuw op te zetten divisie buitenland worden geïnifieerd, gekoördineerd en geïntegreerd.

Voor deze nieuwe divisie zoeken wij een directeur, die direct aan de voorzitter van de Raad van Bestuur gaat rapporteren.

Onze gedachten gaan uit naar een ekonomist of jurist van 35-42 jaar, die naast Nederlands, goed Frans, Duits en Engels spreekt. Hij heeft op dit moment waarschijnlijk een algemene of commerciële managementfunctie met internationale verantwoordelijkheden in een middelgrote of grote bank of onderneming. Een functie, die naast commerciële en op expansie gerichte capaciteiten, ook inzicht in financiële structuren vereist.

Een man met ondernemerseigenschappen, die in staat is binnen een grote organisatie te functioneren op grond van zijn tact en zijn menselijkheid, maar ook dankzij zijn analytisch verstand, zijn doelgerichte aanspanning en scherpe beoordelingsvermogen.

Indien u meer over de functie wilt weten, neem dan contact op met de heer Mr. A. J. Tempel van Spencer Stuart Management Consultants in Amsterdam, adres: De Laressestraat 131-135. Telefoon: 020-73 13 19. Uiteraard wordt volledige diskretie gegarandeerd.

The Westland/Utrecht Hypotheekbank is a dynamic and rapidly growing Dutch bank, operating between capital and real estate markets, providing a full range of financial services to institutional investors as well as private individuals, including mortgage lending, developing real estate projects and issuing mortgage bonds. Headquarters are in Amsterdam. In the future, all international activities of the Bank will be initiated, co-ordinated and integrated by a newly created International Division.

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The position requires entrepreneurial talents and knowledge of financial structures.

THE NETHERLANDS VI

Steel

Getting back in the black

HOOGOVENS, THE Dutch half 1972 and is headquartered in Nijmegen, in the east of the country. The group which is the fourth largest steel company in Europe, has survived the recession in the European steel industry relatively unscathed. It is still employing 75,650 people, operating well below capacity. Raw steelmaking capacity at internal measures, such as the Holland will be visiting Peking partner, Hoogovens returned to tonnes per annum. Current industry itself.

black figures in the second production runs at a little over 5.3m tons annually. Earlier spokesman said it was expected that full capacity would be reached in the next decade.

Estel's deputy-chairman Herr Heinz Solbach, who also runs Hoogovens, confirmed in Dortmund earlier this month that the group would still make a loss this year. "But 1978 will be very much better than the exceedingly bad previous year," he added. Estel's loss had soared to F1417m in 1977 from F169m in 1976.

Hoogovens, a modern steel plant based at IJmuiden, employs at least 90 per cent of the Dutch steelworkers. The only other steel company is NKF, an electric steelfounder, part of the August Thyssen Hütte group. Estel constitutes the second Dutch-German merger after VWF and Fokker joined forces in the aerospace steel sector. Estel was created in

Budget, published last month, in the steel industry. Secondly, trained white-collar workers to Kaiser and with other aluminium producers would become production workers. aluminium producers would be prevented for the past four years from recruiting more than 1,500 Spaniards in management. This would be cut from the expansion and modernisation of the China steel industry.

Hoogovens, which exports a relatively large share of its products to the U.S. and the European Commission and the and rods. A delegation from the U.S. has been invited to IJmuiden, Hoogovens's spokesman said. "The trigger prices" system over there has not affected its steel deliveries across the Atlantic. It sells mainly steel plate for the car industry as well as some plate in the U.S. The reason for this is that the U.S. system has not been applied so rigidly while Japanese exporters have been less aggressive on the U.S. market this year. However, the Dutch steelmaker is anxious following some current suggestions in the U.S. that the country may become tougher on imports next year.

In IJmuiden, the company has gradually reduced the white collar jobs by several hundred. Some ore deliveries and miners' strikes stopped the company from being flooded with masses of Natural wastage, early retirement, contracted ore supplies in import and transfer to other companies. It could not plan to have reduced the need for lay-offs. Hoogovens has also

on the deteriorating employment situation. However, it followed up a Government suggestion to tap the Dutch market for unemployed Mediterranean guest workers, as result of the fact that Estel has been unable to attract a partner. Shell 300-400 Turkish workers. An experiment with unemployed oil workers in Holland Surinamese (a sector of the Aluminium) in January 1977.

The past year has generally been quiet at Hoogovens. Estel said in July that it had held talks with Kaiser Aluminium and Chemical of the U.S. aimed at a possible link-up with its aluminium interests. The talks had ended for the time being and had not reached a stage

where any conclusions can be drawn. Holland Aluminium, the holding company for Estel's aluminium interests (Estel also has a 61.5 per cent stake in Sidal, the Belgian aluminium company) said the talks with

Michael van

Chemicals

Over-capacity problems

FURTHER EVIDENCE of the is that there is still sufficient plight of the Dutch chemical growth potential in the Netherlands, especially for high-value products. "This is unlike the basic chemical side, which is already too strongly represented here," the memorandum stated.

Mr. van Aardenne's view was also echoed in a recent survey of the chemical side of ABN, the largest bank. It noted that part of the current investment programme was not so much aimed at raising capacity, but rather at modernising existing plants and partly to achieve a shift in the product mix.

The most important change to occur in the chemical industry is the partial movement from bulk products to specialties," the survey said. It pointed out that there are now numerous bulk products which are no longer manufactured profitably.

The reason for this is the high level of costs and to some also the relatively expensive guilder which affect their competitive edge.

In comparison with the bulk product situation, prices of the specific products play a less significant role, the product's quality being the main determinant.

At the same time, the Middle East will be manufacturing bulk products, which could be processed here, for example. The bank says that the opportunities in this market look good, especially since the Government has promised support for further research in this area, and in view of the existing technical know-how.

Companies with factories in the Netherlands, mainly in Rotterdam, include Akzo, Shell, Esso, Dow, ICI, Naarden, NSM, DSM, Bayen, Hoechst, Cyanamid, Up John and Borg Warner.

Both industry and the Government have been very active in Brussels in order to obtain EEC aid for the chemical industry.

Mr. E. W. Ter Horst, chairman of the Dutch Chemical Industry Association (VNCI) put the matter into perspective at the May annual meeting of the association, when he said: "In view of this dependence, the various problems shall hurt us more than the other countries.

If the absence of European measures would lead to a

revival of protectionism, then

it will primarily be us who will

have to pay the piper and we'll

have to give up most of all in

capacity, sales and employment."

The chemical sector currently accounts for about a

sixth of Dutch exports. The

Netherlands comprises 5 per

cent of the total EEC popula-

tion but 13 per cent of the

European basic chemicals

industry.

Earlier this year, the VNCI suggested to Brussels that the

current time-consuming anti-dumping procedures in the EEC be speeded up. It also

wanted a system of "normal values" based on the cost of the most efficient producer.

If products were offered below these prices, the Commission

could act more quickly on a

complaint. The association is

also seeking a register of buy-

back deals with the Comecon

countries. To achieve a co-

ordinated approach to over-

capacity, the VNCI said that

the industry must first improve

its statistics.

As far as chemical invest-

ments are concerned, the latest

figures show that a revival took

place in 1977. This was not

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THE NETHERLANDS VII

Multinational companies

Royal Dutch/Shell tops the list

CORPORATE Gullivets learned to live with it. Most of the Lilliputians, prefer less emotive descriptions to dominate the financial national. For with their spread in a country of only 14m business interests and rising.

Taking first place on sales has come increased and the magazine's late list of often painful exposure to up 500 industrial groups sharply worded, political and the U.S. is Royal Dutch/ economic censure, at home and the 60-40 Dutch-British abroad in the highly developed market, while Unilever, in and the still developing countries.

The same two nations are, ranks fourth. Lying at

number five is Philips, possibly in people's idea of the truly multinational, with its far range of electrical

sold in 64 different

ets across the world.

One of these companies

household name. Less

far, perhaps, are groupings

Akzo, in the chemicals and

sector, or Esel, the steel

factor, both are

of combinations with lead-

West German concerns and

have suffered heavily from

fountain in their respective

industries.

It how do you define a

national? The companies

not to like the term,

th they have reluctantly

At Philips, however, there

is Mr. R. C. Spinoza Cattela

has generally been a willingness to talk frankly about the broadly accepted the need for of the management board, may well be obligations under profits. Its European industrial Western Europe.

the multinationals as transnational or merely international. For with their spread in a country of only 14m

business interests and rising.

Nearly three years ago, for example, when the Government was distinctly unfavourable towards their activities, the company's then president, Mr. Hendrik van Riemsdijk, expressed concern in an interview with Time Magazine about "concentrated, continuous and generalised attacks."

He divided those who sniped at the multinationals into two types—those with an incurable ideological hangup about free enterprise", and the simply ignorant. "For those who say

we exploit the Third World, manipulate currencies, escape government control and what have you," he asserted, "I don't apologise for Philips. What I do apologise for is that perhaps we don't take enough trouble to explain what we are doing."

As a defence of multinationals and their role, Mr. van Riemsdijk's views could hardly have been more vigorously

stated. In a more recent

apologia, another Philips executive

in the same interview, Mr. R. C. Spinoza Cattela

voluntary guidelines or codes of conduct, such as those of the OECD, but made some significant qualifications.

Not only should they contain

rules for all multinationals, he said in a speech this summer, whether privately—or government-owned, they should also contain obligations for governments.

Nor should there be any

discrimination in the treatment

of trans-national corporations

and their subsidiaries on one

hand, and domestic companies

on the other.

The concern of companies

like Philips about the spawning

of regulatory codes was ex-

pressed thus: "A situation may

well emerge in which a com-

pany in a certain country will

have to take into account a UN

regional code, a UN worldwide

code, a code on the transfer

of technology, the ILO Tripartite

Declaration and certain EEC

rules, simply because the com-

pany in which the company is

operating happens to be a mem-

ber of all those organisations."

In addition, he went on, "there

was a rise in North American

they were acquired. Monetary assets and liabilities, on the

other hand, are converted at the rate obtaining at the end of each quarter. Since sterling slid sharply in March, Shell lost both ways. The group commented ruefully that the use of FAS 8 while exchange rates were in a volatile state "has been a major obstacle to understanding the trends underlying the businesses of the Royal Dutch/Shell group of companies."

Despite catching up slightly in the second quarter, the very result for the first six months was down from £723m to £596m.

It is not only the companies who know the impact of exchange rate movements. Financial analysts in Holland and elsewhere say they would come some degree of standardisation in the treatment of currency influences, so that each set of accounts would have a page of comprehensive data which could be compared with other companies. "There is too much tendency, in our view, to look at the bottom line," said one analyst in Amsterdam.

"Annual reports are not always clear and readable, even when the qualifications have been set out." The non-analyst can only agree.

Andrew Fisher

The motor industry

DAF's five year plan

LAND MAY not rank as a vehicle maker but it does a surprisingly varied range of vehicles producing and assembling cars and trucks. The performances of the two branches of the former van den family concern, DAF and Volvo Car, have red markedly. While DAF announced a five-year expansion plan designed to take to new markets, Volvo Car had to call on Government to keep afloat. At Ford and Scania, assembly operations have continued to expand, meanwhile, the list of importers tends to grow, with the entry another Japanese manufacturer, Daihatsu. After initially forecasting that car in Holland this year would have little chance on the figure nearly 552,000 in 1977, the Industry Association is saying a new record of 600 could be reached.

Although predominantly a Dutch-owned company with 42 per cent of its shares held by the van Duorne family and 25 per cent by the State, DAF is also one-third owned by the U.S. group International Harvester (IH). Mr. Piet van Duorne has made clear that this is purely a financial holding and that the original plan for a more far-reaching co-operation have not been fulfilled. DAF cannot compete profitably in the U.S. while IH's trucks have not been successful in Europe. The two companies' approach differs too much for effective co-operation.

Volvo Car has proved the less successful half of the original DAF family concern. Mounting losses prompted the Government to raise its stake in the company to 45 from 25 per cent

at the start of the year, while plants in Nigeria, Iran and possibly Egypt to get around import controls. In May it announced that it had begun assembling buses and trucks in Ghana.

DAF expects to sell 15,000 vehicles next year, an increase of 2,000 on 1977. This is still well within present capacity of 18,000 units, while there is also room to increase diesel engine production beyond the company's own needs. The profit automatic transmission, proved for the year is not so overpriced and in the view of rosy though. A strike which many was underpowered. The

shut down the Belgian factory late

of components producing drivers' cabs and axles slowed the work rate in

Holland while teething troubles

accompanied the introduction of

new production control techni-

ques. DAF chairman, Mr. Piet

van Duorne, told listeners at the Birmingham Motor Show earlier this month that the financial outcome will be well below 1977.

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DAF family concern. Mounting

losses prompted the Govern-

ment to raise its stake in the

company to 45 from 25 per cent

Norway could have on the of the year. General Motors Dutch company. The aid package contains guarantees from selling more than 51,000 cars Volvo that it will not develop, and raising its share of the outside Holland, a model which might compete with the 343. But until the full implications of the sale of 40 per cent of Volvo's equity to Norway are known, suspicions remain. Many people still question why Holland did not acquire a direct equity stake in Volvo in return for its support as Norway has done.

While the activities of DAF and Volvo regularly hit the headlines, Ford's assembly plant in Amsterdam is almost conspicuous by its absence from the glare of publicity. Ford has transferred work on its successful Taunus model elsewhere in Europe and begun assembly of its Transit range of trucks. Its range of heavy Transcontinental trucks continues to be assembled in Amsterdam.

Volvo sold 12,000 cars in Holland but saw its market share cut from 3.7 to 3.5 per cent. BL's share of the market has fallen to 3.7 from 4.1 per cent but the company says this is due to a switch in more expensive models, such as Rovers and Jaguars, which can now be delivered from stock.

Holland's home-grown vehicle makers have been content with a much smaller share of their domestic market than would be acceptable to the car industries of, say, Germany or Britain. While the motor industry is optimistic about demand in the home, the four companies producing or assembling in Holland depend on much wider markets. The uncertainties of these markets make for rapid change. The Dutch motor industry in five years' time could look very different from today's set-up.

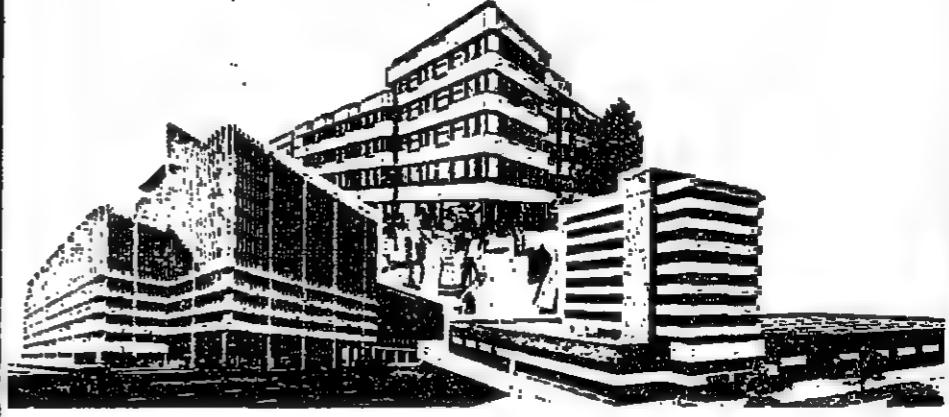
Charles Batchelor

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In June 1974 a Philips PRX computerized telephone exchange utilizing Stored-Program-Control, SPC, was inaugurated in the Amsterdam district of Wormerveer. Serving 6144 subscribers, it marked the beginning of an ambitious telephone modernization programme in which Holland's entire public telephone network would gradually be converted from electro-mechanical to computer control.

The pace with which this programme has proceeded during the past four years can be measured by the fact that in December - as planned - the 157th PRX exchange will be integrated into the national telephone network; increasing the number of SPC-connected subscribers to 880,000; which is 20% of Holland's present telephone population and the world's most concentrated network of SPC lines. And during 1979 a further 380,000 lines will be connected via PRX exchanges; eleven of which will be multi-control installations.

Among the many advantages of SPC telephony is its ability to provide each subscriber with direct access to a variety of convenient computer-stored services such as: automatic wake-up, call transfer, call costing, abbreviated dialling and many others. The Dutch Telephone Authority is presently conducting a subscriber survey in two representative telephone districts to determine user acceptance of a number of these services.

When the modernization programme is completed in about the year 2000, Holland's SPC telephone network, having kept pace with the present, will be ready for the demands of the future. For in addition to providing all the benefits of stored-program-control, the Philips PRX exchanges used throughout the network can simply and economically be converted to digital performance as and when required.

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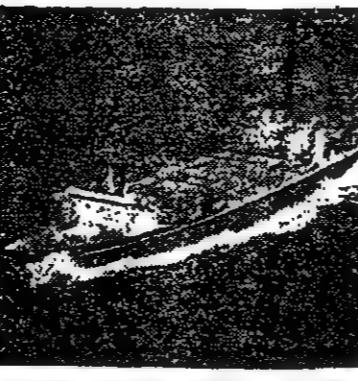
PRX ringing the changes in telephony

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THE NETHERLANDS VIII

Shipbuilding

The art of survival

HOLLAND'S SHIPBUILDERS main group—which is what is helping hand being extended by the Government—is on a crash course in the art of survival, determined like areas of the other two—so the weather the slump and emerge its shares for F180m at par. It is lean and fit enough at the end is also providing special to profit from the upturn interest-free support investment. Partnered by an obliging grants and further subordinating Government, the industry is led loans.

drastically pruning away the weakest of its operations; at the same time solid financial props are being provided for those activities where the chances of eventual recovery are felt to be strongest.

The net result will be a shipbuilding sector more or less cut in half. This is a good deal more than the 30 per cent or so reduction envisaged last year before the full ferocious impact of the industry's depression had become apparent. Yet the hope is that the twin process of elimination and rejuvenation will make Dutch yards sufficiently modern, aggressive and innovative to prosper during the 1980s.

Clearly, the surgery required is complicated and painful. Outright nationalisation was never seriously considered, certainly not by the industry itself, or by the present Centre-Right Government and its Left-wing predecessor. Officials in The Hague believe they can have a large enough influence on the companies involved through sizeable indirect stakes, special loans, and investment subsidies. The stage has not yet been reached, they say, where last ditch negotiations are needed to keep alive a vital strategic minimum of manufacturing capability.

Altogether, the cost to the Government will be around F1bn (\$498m), with Rijn-Scheide-Vervolme (RSV), the nation's major shipbuilder, receiving the lion's share. RSV was granted a F1150m subordinated loan by the Government last year to tone up its balance sheet, and is now getting another F1430m in various forms. Nearly F168m of State money will be injected into a new dredging equipment group, centred on IHC Holland, with a further F1150m due in subsidies and loans. Vmf-Stork, the largest engineering concern in the Netherlands, is getting F1235m to help pull round the ailing diesel company, now deconsolidated, and to restructure some of its other operations.

Of these three major Dutch companies, RSV is the only one in which the Government is taking a direct stake. The shipbuilding activities of the Rotterdam-based company could hardly be hived off from the

prospects of the dredging group. If there is one group about whose survival I am optimistic, it is this one," he says. "If the situation becomes only a little better, then the Japanese will look for other markets than dredging. I am quite convinced that the Japanese are taking heavy losses on every deal, they don't have the experience in this field."

IHC has not been alone among Dutch or other shipbuilders in having to take on unprofitable business in order to maintain activity. The dredging equipment sector has suffered as yards have treated it as a haven from the ills of the tanker and general cargo markets. On some specialised equipment deals IHC has been forced to accept orders at 25 to 30 per cent below normal levels, says Mr. Leo van Oosterom, who sits on the management Board.

"There are no direct signs that the price war is coming to an end," he comments. "The general crisis is as bad as ever, or maybe even worse."

Remaining

The two remaining groups included in the plan cover small yards in both the west of Holland along the large rivers and in the north. A reduction in the workforce of about two-fifths is foreseen for the first and one of about 20 per cent in the other.

The Government made commitments of some F1400m in general investment, ship financing and loss-sharing aid to shipbuilders last year, a figure which is likely to be repeated in 1978 and gradually diminish in the next couple of years. This is apart from the extensive support it is giving to individual companies.

Vmf-Stork is not a shipbuilder, but its diesel activities have suffered from the side-effects of that industry's crisis, prompting the Government to step in and take a half-share. The main Vmf-Stork company, in which there will be no State interest, holds the other half, and is also receiving assistance with the restructuring of part of its other interests. It continues to lose money at its Brondum boiler and petrochemical equipment division, where the problems have been in the latter area, and at Stork-Velsen, which also suffered from poor market conditions for general equipment. Both companies have been revamped, but it will be sometime before the effects show through. Elsewhere, Vmf-Stork is in profit.

Without trade union cooperation both Government and industry would have found it impossible to push through their drastic programmes. The existence of a relatively simple union structure has certainly made it easier to bring all parties to the same table. Even so, says Mr. Stikker of RSV, "there have been great tensions but we have always been able to find ways and means of overcoming them." Gratefully he comments: "We have kept peace so far."

Andrew Fisher

Shipping

Bleak prospects for improvement

DUTCH SHIOPWNERS are shipping companies. With its age have been sorted out, operating out the prolonged and varied activities in transport, storage, offshore and in-pick up as much business as possible with all the phlegmatic resolve they can muster. Exactly when the bleak years ranks as one of the largest two ends of the scale, he notes, are likely to be succeeded by world. Because of this spread, where the group is able to hold renewed prosperity: no one one and bolstered also by its relative financial stability, it has renewed to predict. It will certainly not be until well into the next decade even on the most hopeful assessment. One Greek shipowner, tongue firmly in check, is said by a civil servant in The Hague to have suggested 1988 to him as the year of recovery, "because it is a nice number."

Symmetry of numbers, however, is not what concerns Dutch shipping executives at the moment. Slack international trading conditions, high labour costs and the financial distortions caused by a weak dollar and a firm guider have all added to the problems stemming from the severe recession on the tanker and bulk carrier markets. As a result, their companies' resources are strained to the utmost.

"It is," says a remarkably unharassed looking Mr. Eelco Postuma, managing director of Nedlloyd Lines, "a fairly gloomy picture." He sees little chance of any marked improvement in the next two years at least: the extra shipping capacity ordered to cope with the boom that followed the oil crisis will take care of that, although some operators have fallen by the wayside. "I can't be all that optimistic about an early return to normal conditions."

The Nedlloyd group, of which Nedlloyd Lines forms a major part, is the biggest of the Dutch port congestions of two years

in the Middle East, though, Nedlloyd is finding the going a trade where every shipowner has sought refuge," laments Mr. Postuma. Now that the serious

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THE NETHERLANDS IX

The ports

Tonnage still depressed at Rotterdam

PORT of Amsterdam has long years stood as the one of the most ambitious post-war projects, the petrochemical complex, Europoort, Rotterdam is slightly at Rotterdam is but with 250m tonnes handled in 1977 it is the aftermath of the 1973 oil crisis, while the complex procedures for licensing new industries have deterred potential newcomers.

handled 17m tonnes, Rotterdam could be for a very small then, when the Government decided to site a natural gas plant at Eemshaven in the east of the country and not Rotterdam. The 240m tonnes of cargo which passed through Rotterdam last year meant the Dutch port was twice the size of its nearest rival, København in Japan. But this cargo figure was 8m tonnes less than in 1976 and 29m tonnes below the record year 1973. Its share in cargo handled by the seven largest European ports—Hamburg, Bremerhaven, Antwerp, Le Havre, Marseilles and Genoa—fell in 42.8 per cent in 1977 from 48.6 per cent in 1975. The percentage decline is small but the trends are followed closely in the highly competitive harbour world. Growth is expected to resume—but at a slower rate—and the forecast is for cargo volume to pass the 300m-tonne level again around 1980 and to reach 500m tonnes by 1990.

Mineral oil shipments account for 63 per cent of the total 176m tonnes in 1977. This business was most directly affected by the oil crisis but limits to the size of tankers which can be handled at Rotterdam areanson at Antwerp and Le Havre and the general decline in demand, the gas terminal was

seen as the beginning of trade for the approach channel to the harbour to be deepened so that in an alternative fuel. The Dutch cabinet decided, in principle, to site the terminal at Eemshaven to stimulate industry and employment in the depressed north east Netherlands. The terminal is due to handle 4m cubic metres of Algerian gas a year for 20 years, starting in 1984. Holland's plans to increase gas imports mean the terminal may ultimately be called upon to handle much larger volumes.

Under pressure from the environmentalist lobby in many of the small communities alongside the "New Waterway" which joins Rotterdam to the sea, pollution controls have become tougher in recent years. The difficulties of meeting the requirements of the different levels of provincial and local governments finally persuaded a West German steel consortium, Krupp, to drop plans for an iron-ore pelletisation plant in 1976. The loss of the LNG terminal to Eemshaven is a second, and potentially more serious loss for the port.

Weakened

With Rotterdam's role as the energy port of Europe already weakened by the growth of processing capacity elsewhere, especially hampering growth. The port authorities are pressing for a new gas terminal to be built at IJmuiden. This harbour could be carried out. The port cent less than in 1976. The

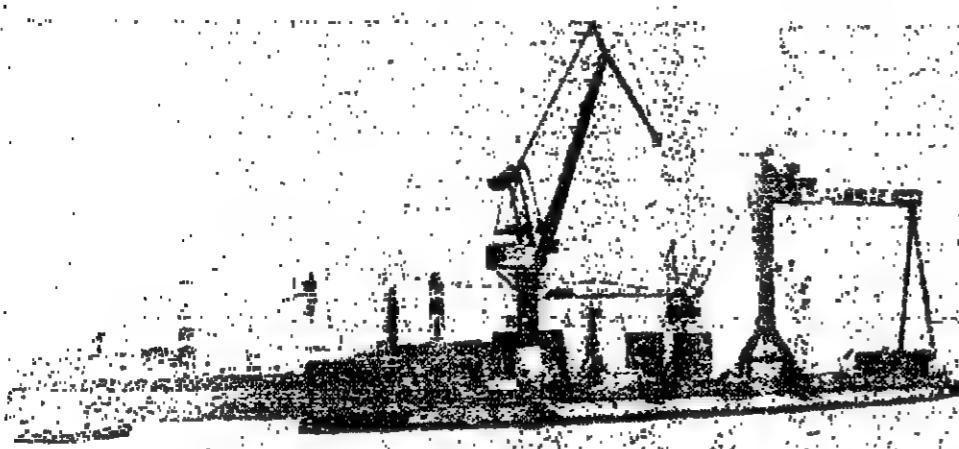
Amsterdam has withstood being carried out. The port of IJmuiden. This harbour could handle larger vessels than Amsterdam proper and the turnaround time would be cut because the journey along the North Sea Canal would no longer be necessary.

A 11500m (2235m) plan was prepared for a harbour to be built in the angle between the southern sea wall at IJmuiden and the coast, providing coal, dry bulk goods, grain, oil and container handling facilities.

Viewpoints

Opposition on environmental and planning grounds has gradually reduced the scope of the plan and the new Amsterdam city council is opposed to harbour construction outside the area enclosed by the existing piers at IJmuiden. The council is in favour of new cargo journeys along the canal, its handling capacity being built into the piers. A commission representing the interested ministries and local authorities has yet to be worked out. A Transport Ministry report and coal is a dirtier fuel than published in 1970 advised the alongside the north pier and through Amsterdam fell to 17.2m tonnes last year—8 per

Charles Batchelor



RSV's Verolme yard at Europoort

Prospects

CONTINUED FROM PREVIOUS PAGE

Integration of two cruise lines and the sale of its Irish and Ross, will lead to some this year.

a bid to take more share of the high growth in Brazil, Venezuela and U.S. west coast, KNSM has investing in new container ships, with a further series due completion in the mid-1980s, says Kui, an Amsterdam diary of Britain's Barclays, sees scope here for KNSM improve its performance, these vessels' large tonnage and efficiency mean a small force and profitable

th a gross registered tonnage of 5.3m last year, Dutch fleet—including tractors in the Dutch fleet—ranked a lowly in world terms. The figure was below that for each of the previous three years, having shown a change on balance since. Yet since that year the merchant fleet has expanded by some three-quarters of 400m grt.

It does, however, its advantages. Thanks to limited involvement in the open tanker and bulk carriers markets, Dutch shipowners managed to steer clear of line-making bankruptcies, have seen no calamities," Dr. Gerard Bast, who is the Dutch Government, executive member of the which provides the industry of the Dutch Shippers' Association. In his tax credits and investment annual report the association

A.F.

ciation was not too cheerful about the prospects for its members in the current year, one reason being the undermining of Dutch shipping competitiveness by the strength of the guilder against the dollar, in which most income is received.

Dutch shipping costs are more or less on a par with those of Sweden, which is about as high as you can go, Thus, says Dr. Bast, the industry is keen to offset the cost of any approved investment over five years. The scheme ran for two years, during which Dutch shippers invested some Fl 3bn (\$1.4bn)—split roughly three ways between ocean, coastal and dredging and other vessels—which premiums accounted for around Fl 800m.

Since July, all branches of the industry are entitled to offset its manning levels against tax 18 per cent of the what it sees as a financially cost of any approved investment. In addition, a trimmed and Norway are a little way down version of the premium ahead of the Netherlands system is being operated on their attempts to do this. It five times 1.1 per cent basis. So has become obvious, he adds, far, says Dr. Bast, no requests that "high wage countries can only survive in the shipping industry if the proportion of labour costs can be cut, thus blunting the competitive edge of low-cost nations."

Since trade unions can hardly be expected to greet such a notion with open arms, Dr. Bast concedes that there are some tough talks ahead. The unions have in fact accepted the principle that high wage costs must be accompanied by some degree of phased manning cuts.

Initially, discussions will focus on the larger ships, moving later to the smaller coastal ships, tugs and supply vessels. Also, taking part in these talks is the Dutch Government, which provides the industry with financial support through its tax credits and investment annual report the association

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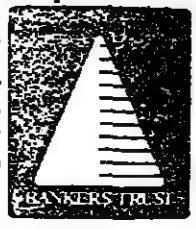
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THE NETHERLANDS XI

Energy

A radical policy review

AND HAS for many years synonymous with gas in the European energy picture. The growing realisation that the gas age is in sight forced the Government and industry to start a radical review of all aspects of energy.

As domestic gas supplies dwindle the country will be heavily dependent on oil until coal and energy can take over of the load towards the end of the century.

This has led to intense among energy study and the economics of recent budget. The randum lists a number of which are being considered. These include schemes for energy, the increased coal, the import of gas, development of new fuels and a nuclear power programme.

Government wants a decision on the future of energy. Approval is in place for the building of 1,000 mw nuclear power stations as far back as 1974, but doubts about the environmental dangers have delayed the proposals ever since. The method of storing waste is to be speeded if there are plans for a debate on the whole issue of nuclear energy.

Cabinet has set aside £135m for a national programme in 1978-79, while a further £1 will be made available through the new investment incentives scheme, one of the elements of which is the energy element of industrial investment. On top of the various bodies already involved in the review of energy, the Energy Study Council is to set up to "advise on, compare and evaluate" the energy options. At the moment though gas is king. Holland has the most proven reserves of oil is expected to be the country's major energy headache over the next 10 to 15 years. Holland is one of the

partner

CONTINUED FROM PREVIOUS PAGE

any if Holland decides to has now been taken out of production of the Atlantique. The Dutch have also stated they are interested in a maritime version of the F-27 and also the F-28 as a possible replacement for the Caravelle flown by Air France and KLM.

Holland also wants Holland to take a risk-bearing stake in the A310. Fokker is less than this plan though, since that money put into the F-28 will be at the expense of the development of the F-29. less Holland decides for Atlantique, this whole of reciprocal deals will be down and Fokker's share is threatened, Mr. Swart says. If Holland opts for Atlantique there is a good chance that West Germany will not suit. A favourable decision by the Dutch is therefore very important for the F-28.

Dutch Government has taken a hand in the negotiations at the highest level. The Justice Minister, Mr. Gijss Aardenne, and the State Secretary at the Defence Ministry, Dr. W. van Eekelen, are on the negotiating team.

Fokker's decision to put a Royce motor into the F-29 continues its existing relationship with the British firm. Royce engines already in the F-27, the F-28 and ill-fated VFW-614, which

country's total energy requirement. It covers 70 per cent of household needs, 40 per cent of industrial consumption and nearly 80 per cent of demand from electricity producers.

Proven reserves, including imports, totalled 1,818 bn cubic metres at the start of 1978—enough to meet expected domestic and export demand up to the year 2002 with more than 250 bn cubic metres still in reserve after that date. But following the finding of the huge Slochteren field in Groningen in 1959, the rate of discovery has slowed. No new major finds are expected and of the 46 exploration and confirmation borings carried out by production companies on land and off-shore in 1977 only one in eight proved positive. This compares with a rate of one in three in 1976.

The search area could be expanded but this too raises problems. Nederlandse Aardoliebedrijf (NAM), which is jointly owned by Shell and Esso, wants to take gas from under Ameland, one of the Friesian Islands which run along Holland's northern coast. The reserves have been estimated at 33 to 40 bn cubic metres but the provincial government of Friesland and environmental groups are opposed to the plan.

The national gas distribution company, Gasunie, has now reversed its earlier policies of selling off the gas as cheaply as possible. Prices have been brought into line with those of oil and export contracts are being allowed to run down. To preserve its own "strategic reserve" for as long as possible, Holland has contracted to import liquid natural gas from Algeria and Norway. It is also talking with the Soviet Union, Iran, Nigeria and countries in the Middle East about more imports.

Oil is expected to be the country's major energy headache over the next 10 to 15 years. Holland is one of the

few OECD member countries used only 28m tonnes of the resuming work at the mines, in neighbouring countries, but total estimated reserves of 170m tonnes which were gradually closed this has been due, at least in part, to the halt imposed on the

Holland imported about 5m tonnes of coal last year—30 per cent from the U.S., 24 per cent from EEC countries, 18 per cent from Australia and 15 per cent from Poland. It is ideally suited to receive large quantities of coal by sea and the ports of both Rotterdam and Amsterdam have sizeable coal handling terminals. But the airborne pollution caused by coal-fired power stations is expected to place limits on the use of coal by the environment-conscious Dutch.

The coal reserves in the south-eastern province of Limburg are often cited as offering the possibility of increasing the country's self-sufficiency in energy. But a recent survey of the enriched uranium exported from Holland could be used by Brazil to produce nuclear daily production levels at Schoonebeek to 4,000 tonnes from 2,500 tonnes by injecting steam into the oil-bearing structure. More than 20 years of production at Schoonebeek have underlined the cost of stations which have taken place

to gas is unlikely to be feasible on a large scale for many years yet, although developments in this area should be closely followed, the report said.

Nuclear energy has produced a great deal of political heat over the past few years but made little contribution to supplies of energy. Fears that enriched uranium exported from Holland could be used by

fields came out firmly against weapons have led to a series of

reopening the mines. This was stormy political debates in despite the report's conclusion recent months. Holland has not

had a nuclear power station since 1973. The cost of stations which have taken place

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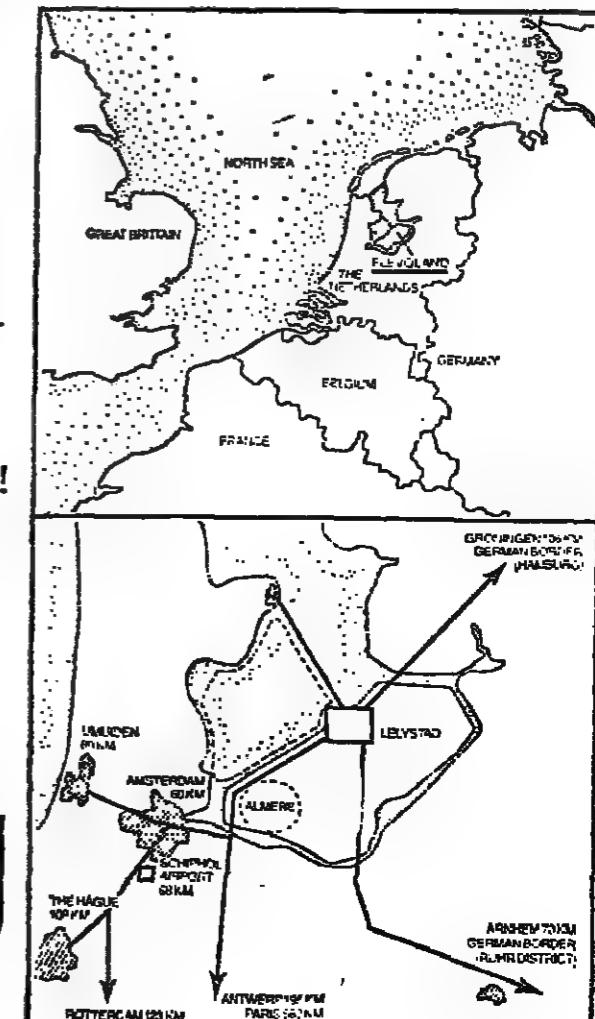
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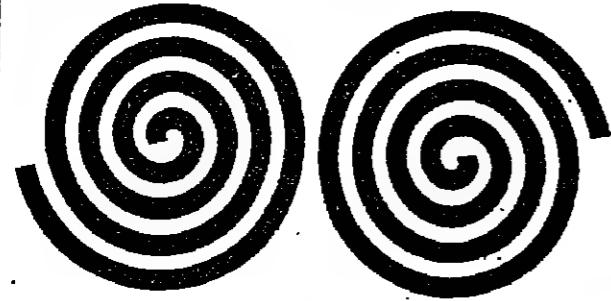
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Dries van Agt

Dries van Agt

DRIES VAN AGT is in many ways the last man you would expect to find as Prime Minister. Born in the small town of Geldrop near Eindhoven 47 years ago, Mr. van Agt studied law at the Catholic University of Nijmegen. After two years as a professional politician, in private law practice he joined the Ministry of Agriculture, leaving after five years for the Justice Ministry. His interrupted career to become Professor of Criminal Law at Nijmegen such as abortion reflect his Roman Catholic upbringing. Neither seem at first sight the Justice Minister. He retained his best equipment for a politician his portfolio when the Bies in a country where coalitions were re-

and compromises are placed by the Den Uyl cabinet in 1973.

Mr. van Agt has said time and again that he is not cut out for the political life, although his critics see this simply as a ploy to attract the voter disillusioned with the usual run of ambitious politicians. This has not stopped him from consolidating his party's popularity in the local and provincial elections earlier this year following his surprise emergence as Prime Minister.

For a man who claims to have little feel for politics he has notched up a remarkable number of successes over the past two years. After his refusal to back down on proposals for land reform brought down the den Uyl government in March, 1977, he outmanoeuvred the far more experienced Mr. den Uyl to emerge as leader of the largest Government party and Prime Minister.

During the public and parliamentary debate over the planned closure of an abortion clinic, Mr. van Agt said in a letter to Parliament that he found it difficult to remain as Minister of Justice in the circumstances. He eventually decided to stay on, however, in order to be able to continue to influence the course of events.

His handling of the arrest of Mr. Pieter Menten for alleged war crimes also earned him strong words in Parliament. Mr. Menten fled the country hours before the police came to arrest him and was finally discovered in a Swiss hotel.

The Christian Democrat Party, which Mr. van Agt headed with his appointment as Prime Minister, is a grouping of his own centrist Catholic People's Party, the left-wing Anti-Revolutionary Party and the right of centre Christian Historical Union. Mr. van Agt faces greater problems holding this diverse group together than he does working with his coalition partner, the right-wing Liberal Party.

At the same time the 55-year-old Aantjes is leader of the Christian Democrats in the lower house of parliament. While disputes between a party and its ministers in government are not uncommon in Holland or elsewhere, the gap between the two sides in the present Dutch Parliament is particularly wide.

When two ARP MPs did not join him in their support. And while Mr. Aantjes may head the revolt against the Government it is others who have gone as far as stepping down.

Dr. Roelof Kruisinga gave up the Defence Minister's portfolio in March due to a disagreement over cabinet policy on the neutron bomb. Earlier this month Mr. Jaap Boersma, Social Affairs Minister in the previous government and a member of the ARP, announced he would withdraw from politics because he disagreed with the compromises the Christian Democrats were being forced to make. Mr. Aantjes intends to stay and see the fight out. His will be a key role in deciding the fate of the present coalition.

WILLEM AANTJES is leader of a sizeable group of rebel MPs determined to keep the Christian Democrat Party true to what they see as its principles. This brings him into frequent conflict with the cabinet, in which Christian Democrat ministers are in the majority, and with Prime Minister Mr. Dries van Agt.

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The small majority which the Christian Democrat-Liberal party coalition holds in Parliament makes Mr. Aantjes' position particularly strong. With only 77 of the 150 seats under its control the Government could easily be brought down. But small majorities can also be a means of keeping things in order, and Mr. Aantjes has not yet pushed his revolt to its logical conclusion.

BORN IN THE VILLAGE OF Bles-

Hans Wiegel



Hans Wiegel

HANS WIEGEL, the Deputy his strong attacks on the den Prime Minister, is only 37, but Uyl Government in its four political curriculum vitae is years of office pushed the VVD as long as Mr. van Agt's is short, more to the Right. This pro-When he was appointed Minister voked a debate within the party for Home Affairs and Deputy on the extent to which it was Prime Minister last December deserting its liberal ideals and he already had ten years parliamentary experience behind him. In fact its policies do put it Mr. van Agt became Justice firmly in the conservative Minister in 1971 with no corner. On economic policies, political background at either for example, it is in favour of the spending cuts planned by the present Cabinet and sees in 1981 and rose to become its national chairman within four years.

He was the youngest MP when he took up his seat in 1987. Four years later he became parliamentary leader of his party — the youngest ever appointed by any party.

Mr. Wiegel's relaxed dealings with the Press owe a lot to his own journalistic experience. He edited his party newspaper for a time and was also columnist for a national daily, *Algemeen Dagblad*. He was on the staff of the Netherlands Broadcast Corporation.

His youthful good looks and energetic approach have improved his party's image, but four years of working with the

Socialists was a big question mark hanging over the present Cabinet. In the event Mr. van Agt and the Right wing of the Christian Democrats have prevailed. There has been more conflict between the Left wing of the Christian Democrats and the Cabinet than between the two coalition partners.

The two portfolios Mr. Wiegel has taken on, and his party's junior position in the ruling coalition, have edged him somewhat into the background in the past year. He has come a long way before his 40th birthday though, and undoubtedly plans to go much further.

C.B.

Wim Kok

FOR DUTCH trade union

FOR DUTCH trade union leader Wim Kok the coming months will probably be the most important in his sport and very successful career. The country is on the eve of national wage talks and they will be held against a particularly gloomy background. Unemployment is higher than at any time since the war, even though not excessive by European standards. Various industries, such as shipbuilding and textiles, have deep problems. The well-known Dutch multinational companies such as Shell, Unilever and Philips sometimes look as though they are deserting Holland in their quest for larger and more profitable markets. Even many small and medium-sized Dutch businesses invest more outside the country than they have ever done before.

The Netherlands has known few trade union leaders who have gained so much respect and in such a short time, as Wim Kok. Today, at only 40, Kok has been President of the FNV, the country's dominant trade union federation, for nearly three years. Kok, tall and slim, and a skilful negotiator, has a most unusual background for a trade unionist. He graduated from Nijenrode, the country's foremost business school, and spent a short time in an international trading company before he joined the Socialist Trade Union Federation. So he has never held a blue-collar job.

At a European management symposium in Davos not long ago Kok impressed his audience by answering fluently questions on a range of subjects in three European languages. Foreign embassies in The Hague see Kok as the "coming man," as one diplomat put it, who could rise to become "at least a Cabinet Minister." At the modern but modest head office of the FNV in a nondescript suburb of Amsterdam, Kok's authority is unchallenged.

Dutch companies' desire to expand outside their own borders cannot solely be attributed to the relatively limited size of the home market, or the strong Dutch guilder combining with generally high costs to affect the country's competitive edge. Some of the more radical social reforms pushed through by Kok's union, with the support of the previous left of centre Cabinet led by the Socialist Mr. Joop den Uyl, have frightened off a number of Dutch and foreign companies and investors.

The reforms, in the field of industrial democracy, capital growth sharing and national investment policy, all have or will become law. But the FNV says that the current government has taken out many of the strings that could upset the business community. The Hague is very anxious to stimulate investment, as part of its fight against unemployment. The

kensgraaf near Rotterdam he carried out his law studies at Utrecht University. A member of the Reformed Church, when he moved into politics he took a seat for the Calvinist Anti-Revolutionary Party (ARP) in Parliament in 1959. He remained an MP for the ARP until 1977, when it merged with the Catholic Peoples' Party and the Christian Historical Union to form the Christian Democrats.

The ARP forms the radical wing of the new group, and its members have led several fights against cabinet policy in the present Government's 10 months in office. One of the fiercest battles has been over nuclear energy. Doubts among a large number of MPs whether Brazil had given sufficient guarantees against misuse of the enriched uranium to be supplied by Holland brought the Government the nearest it has been to defeat.

In the end, however, faced with the prospect of bringing the Government down, opposition within the Christian Democrats crumbled.

For all his desire to keep his party true to its principles Mr. Aantjes has ultimately been able to compromise. He

opposed any ARP members becoming ministers in the den Uyl cabinet when it was formed in 1973. But when two ARP MPs did not join him in their support. And while Mr. Aantjes may head the revolt against the Government it is others who have gone as far as stepping down.

Dr. Roelof Kruisinga gave up the Defence Minister's portfolio in March due to a disagreement over cabinet policy on the neutron bomb.

During the almost four-year reign of Mr. Joop den Uyl, Van Veen had repeatedly attacked the Socialists' promise of putting policies which he said would ruin the national economy.

Van Veen (55) was thrown in at the deep end when he was appointed the first full-time chairman of the VNO in January 1974. The Netherlands was the subject of an Arab oil embargo. In The Hague, the employers' chief faced the country's first ever Socialist-dominated cabinet — a cabinet which in Van Veen's view sided with the trade unions on most major issues.

Mr. Wim Kok, Van Veen's trade union counterpart may have had an unusual background in that he has never held a blue-collar job. Chris Van Veen himself had never managed a company when he was approached by the VNO to become employer's chief. He rose from the position of municipal civil servant to eventually become a cabinet minister in charge of education and sciences, in the centre-right coalition led by Mr. Barend Huisman (1971-1973). Van Veen had been state secretary at the Ministry of Home Affairs in the preceding four years. He is a member of the Christian Historical Union which is now part of the Christian Democratic Federation.

Van Veen has given a warm welcome to the Government's recent economic austerity package, although he has definite doubts whether the announced measures will be sufficient to achieve the objective, i.e. to trim the growth of public expenditure to create much needed leeway for the corporate sector.

FOR four years, the employers' leader has been hammering home the message that claims. Only the lowest income costs must be reduced substantially. Through self restraint, the industry are to become as competitive as they used to be on security agreements.

But the FNV appears to be VNO chairman, Van Veen had a rather weak bargaining position. For a start it lacks the moral support of the current government and it remembers only too well that even with the Socialist Den Uyl in power, unemployment has risen. Further, Dutch employees and those in society living on social security are now, in this economic recession, better off than in almost any other country. For this, the (temporary) natural gas revenues can be thanked. Finally, the union movement realises that any action similar to the strikes of early 1977, had as most extensive since the war, would undoubtedly lead to more unemployment.

The fact that Mr. Kok realises all this probably explains why he is trying so hard to push through his co-determination negotiations. He also has to ideas and to get a grip on investments.

M.V.O.



Chris van Veen

Chris van Veen

THE PAST year has been an unusually peaceful one for Mr. Chris van Veen, chairman of the VNO, the largest employers' organisation. The failure of socialists and Christian-Democrats to agree on a new coalition

For all his desire to keep his party true to its principles Mr. Aantjes has ultimately been able to compromise. He

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Van Veen will need all his political skills to steer the employers through the fact that he is trying so hard to push through his co-determination negotiations. He also has to lead the longer term battle for a revival of Dutch industry.

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Joint in lists

THE NETHERLANDS XIII

The food industry

Expanding abroad

COMPANIES in Holland sales are made in the Netherlands, while many of the raw materials are produced by Dutch farmers. This strong link with agriculture is reflected in the large number of co-operative organisations in the food industry, particularly where there are little known dairy products, mixed foods, Holland is a host of sugar and potato companies.

depending on whether they products direct to the bulk products, to other

The importance of the home market gives the industry a stable base, lacking in the more export-dependent sectors, but even in Holland, it also means expansion is limited by the slow growth of the population and the saturation of certain markets.

Sales in Holland have been

such as Heineken, and the result of the increase in population. Exports may be less

amazing in terms, but they have

been increasing at a much faster

rate—around eight per cent a year—than home sales. They

now account for 15 per cent of all Dutch exports.

The low rate of growth is

expected to continue over the next few years. With rising prosperity, spending on necessities tends to become a smaller

share of total consumption. The

population of Holland is

expected to hold steady around

current levels of 14m, whereas

raw materials are increasingly

being processed in the country

of origin. The answers to these

problems lie in the further

streamlining of production tech-

niques, company mergers and a

shift to the production of better

quality products. Exports will

become more important, although the home market

will still account for the greater

part of sales.

Unilever, the joint Dutch

from exports but the food British group, is the fourth

largest industrial company out-

oriented. Two-thirds of the U.S. although its food

division accounts for only half of this turnover. Food sales amounted to Fl 23bn in 1977 out of a total turnover of Fl 44bn. The margarine, other edible fats and oils and dairy products division and the general foods division which includes frozen foods, meat and fish) each accounted for half of total turnover. Margarine and frozen products were among the best performing sectors in the second quarter of this year.

But with the bulk of sales in the developed economies of Western Europe and North America, the limits placed on growth in the Netherlands

with a relatively stable population

and a decline in spending on necessities—apply in these markets too. Unilever was only able to maintain its position in the world edible fats and oils market in 1977 while sales of convenience and packaged foods were held back by the slow economic growth.

Foreign ownership of Dutch food groups is generally small, although there has been extensive penetration in some areas.

U.S. companies have built up

dominating holdings in the old-established Dutch coffee, tea and tobacco concerns. Following a

split among members of the

founding family of the Douwe

Egberts group, Consolidated

Foods of Chicago acquired a

65 per cent stake in the company, although its voting share

is limited to 26 per cent. The

U.S. group Standard Brands

became sole owner of the Van

Nelle group of Rotterdam last

year, while American Brands

has had full control of the

Niemeyer group since 1973.

Differences in national tastes

mean these companies retain

control of the blending and

marketing of the products in

Holland.

The number of independent

brewers has contracted sharply

in recent years. This develop-

ment allowed the British Alited Ken's bid for Bols in 1976 also. Breweries to acquire a brewery met strong opposition and after a bitter battle was called off. Skol Breweries.

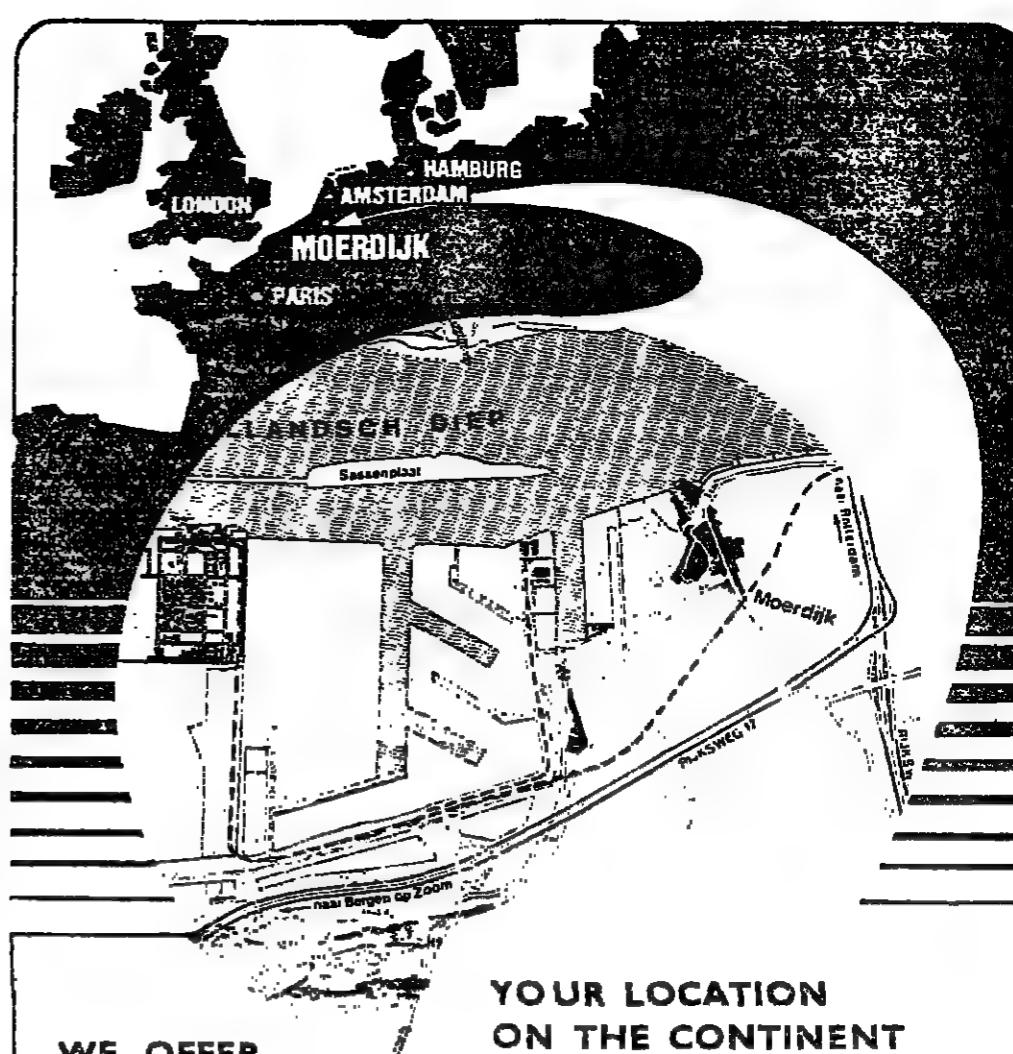
Ironically, in the light of the orientation of many food sugar company has now foreign subsidiaries as a natural while other Dutch concerns are development of their export also picking KSH's bones. activities. Heineken, the largest Wessanen is taking over KSH's Dutch brewer, exports to 170 wheat products division while countries and/or markets and the potato processing co-operative, AVEBE, is also taking over some of KSH's activities. beers. It also has sizeable brewing operations in the rest of Europe, the Caribbean and the remaining starch-making Africa. The Bals spirits group extended its foreign activities in 1977 with the purchase of a Swiss-Italian company producing the Cynar aperitif.

Drinks

Companies outside the drinks sector have been slower to expand abroad but Wessanen a diversified company processing cocoa and oils, animal feeds, dairy products, flour and meat—recently announced that the limitations of the home market meant it was looking abroad. Last month it bought Marigold Inc. of Minneapolis for \$30m from the U.S. Ward Foods group.

The food industry has a chequered history of attempted mergers within Holland. Suiker-Unie, a co-operatively-owned sugar producer, made a bid for the other major sugar group, Centrale Suikerij (CSM) in 1973. CSM fought the bid, as it did a second bid from Royal Schelten Honig (RSH). Both groups acquired large stakes in CSM's capital but their take-over attempts failed.

CSM then offered to merge with Meneba, the largest Dutch industrial baker, and with the biochemicals and yeast producer, Gist-Brocades, but these talks were broken off. C.B.



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Agriculture

Producing too much

PROFITABILITY of fast as anywhere else, except Northern Ireland (28.3). Land rents were already the highest in the Community by 1978, milk production grew by 2.7 per cent. The average growth in yield per hectare for all sectors of agriculture is more than twice as fast as in any other member state.

Dutch agriculture is the most labour intensive in the Community, using an average 11.9 men per 100 hectares compared with 7.5 in Belgium, 7 in Germany and 3.1 in Britain. But Dutch agricultural wages, at 12,008 units of account per man per year, are the highest in the EEC, comparing with 10,436 in Germany and 5,546 in the U.K.

Social security contributions paid by employers are second only to those in France, and five times those paid in Britain. Fertiliser and fodder bills are also disproportionately high, partly because of higher prices, partly because the scarcity of land puts a premium on high yields, which means the Dutch simply have to use a lot more of them than anyone else.

The Dutch also use a lot of heavy machinery. Not in relation to livestock numbers—they have about 3.5 milking machines per 100 cows which is the same as in Britain and less than in Germany (9) or Belgium (5), but more in relation to land area—they use 330 tractors per 100 hectares, second only to Germany (388) and far more than Britain (109).

Given the constraints imposed by high land prices, at high costs and limited space, rising costs, Dutch agriculture has remained units of account per viable by concentrating on third highest after boosting productivity. Its cereal 1 (6,860), and Germany yields for example are the and well above Britain, highest in the community, but Dutch prices were average around 4,750 kg/ha stage rising by 33 per cent compared with the community year—at least twice as average of 3,970.

Milk yields are similarly the highest. Although dairy cow numbers fell by 0.9 per cent in 1978, milk production grew by 2.7 per cent. The average growth in yield per hectare for all sectors of agriculture is more than twice as fast as in any other member state.

How do they do it? By devolving themselves to those sectors where massive input of labour, fertilisers or compound feeds have the biggest effect.

Of the total Dutch farm output, dairy production accounts for 26.4 per cent, pig meat for 18.4, beef and veal for 11.8, fruit and vegetables for 10.9 per cent. (These sectors, incidentally, receive almost twice as much price support from the EEC than all other agricultural products put together.)

They do not require much land—increasingly Dutch cows are being kept in cubicles rather than fields—and lend themselves to the techniques of factory mass production introduced by the large-scale business enterprises which control most of Dutch livestock production.

Small family businesses still account for most farming in the other Benelux countries but in the Netherlands, their days are definitely numbered.

Scientific technique, high productivity and massive price support combine to offset the high cost structure to a point where export is highly profitable. The Netherlands is the only net exporter of agricultural and food products in the Community; its trade surplus for 1978 was around 2,275m units of account (4,867m in 1975) compared with a deficit for the Community of 21,517m (13,915m).

Self-sufficiency continues to grow and currently stand around 443 per cent for butter, 273 per cent for whole milk powder, 257 per cent for cheese, 82 per cent for veal, 208 per cent for pigmeat, 190 per cent for all meat, 193 per cent for fresh vegetables and 128 per cent for sugar.

Whether the Dutch ought to be producing so much in view of the large subsidies required to keep them in business, is another matter. It is a question bound to be raised with increasing frequency if and when the problem of reforming the Common Agricultural Policy is taken up by EEC Heads of State.

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Margaret van Hattem

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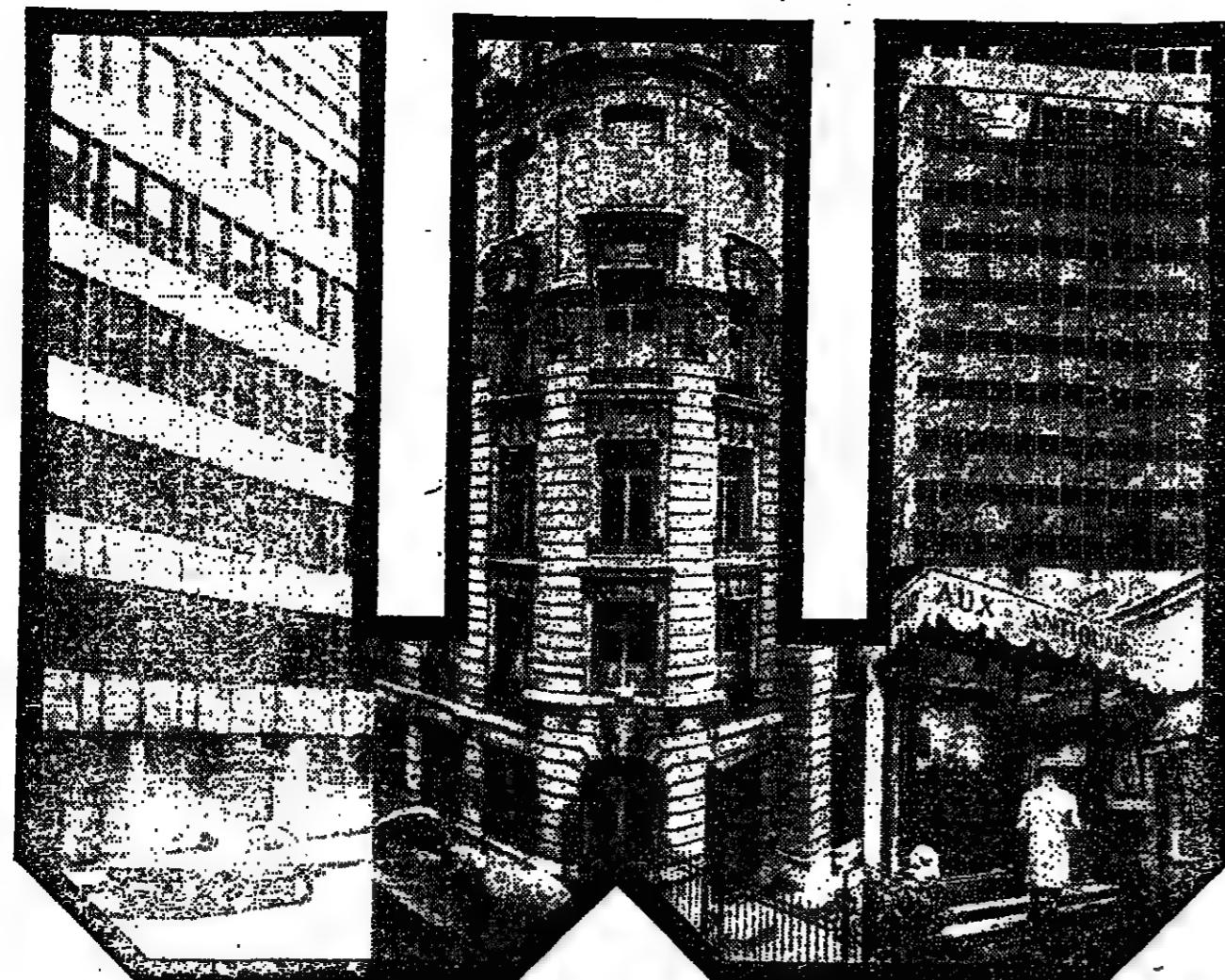


The reliable airline of Holland

THE NETHERLANDS XVI

The arts

Impact in new areas



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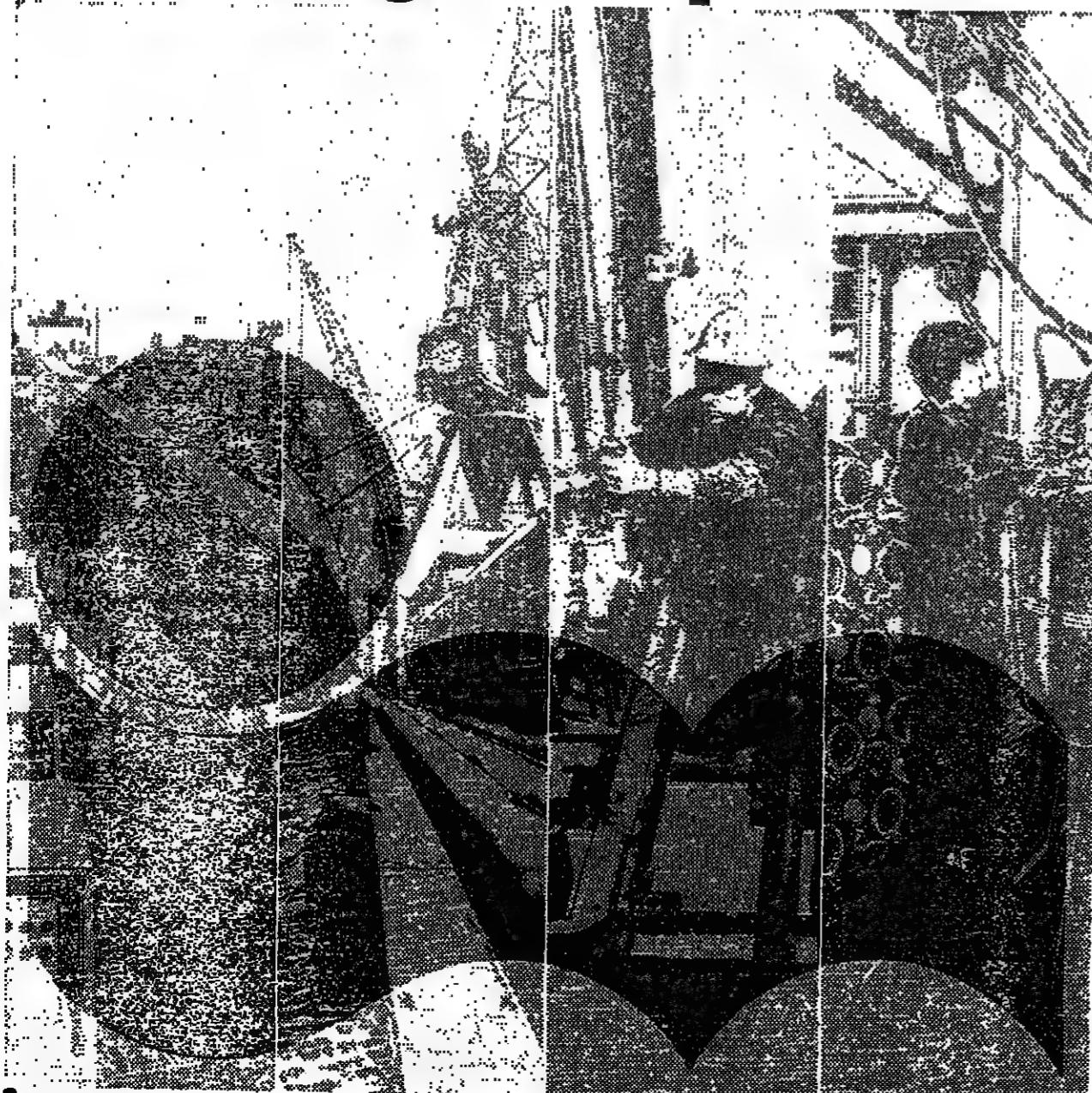
Wereldhave has now made its first step into the United Kingdom by acquiring the majority of shares of Midhurst White Holdings Limited and, as a result of this, now has an interest in commercial Real Estate right in the heart of London.

If you'd like to know more about Wereldhave, please write to: N.V. Beleggingsmaatschappij Wereldhave, Nassaulaan 21, 2514 TD Den Haag, or phone 010 31 70 469325.



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internatio-müller: adding it all up



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HOLLAND IS traditionally associated with painting, the works of Rembrandt and Van Gogh representing for many the culture of the country.

Increasingly, however, the Dutch are making an impact in other areas of art. Their musicians and dancers rate among the best in the world and although Holland will probably never have its own Hollywood, there is Sylvie Kristel.

This viracious star who made a name for herself world-wide in the sex film, *Emmanuelle*, has been trying to shed the image of that role. This year she appeared in her first major serious role in the Dutch film, *Mysteries*, a psychological drama set at the turn of the century, based on Knut Hamsun's novel of the same name.

Two other Dutch women are working on feature film about lesbianism. Nouchka van Brakel is directing *A Woman Like Eva* which stars blonde Monique van de Ven and the French actress of *Les Tropiques* in Paris fame, Maria Schneider. The film deals with the relationship that develops between the two after they meet at a women's festival.

Scenes were shot this summer at a real Festival of Women in an Amsterdam park. Filming came to an abrupt halt, however, when about 30 members of the Lesbian Front attacked the crew in protest against the film, which they feel does not deal properly with the subject.

Scandinavian actress Bibi Andersson and *Psycho* star Anthony Perkins have been in Holland for filming of a Dutch production, *The Second Touch*. Based on the Dutch novel *Twee Vrouwen* (Two Women), it is the first feature film to be made locally in the English language.

The search for something to believe in by a former Roman Catholic priest who has broken with his religion is the subject of the new *Rene van Nie* film.

Rembrandt and Van Gogh have not been forgotten in current film making. Rob Houwer plans a large-scale, expensive film about the life of Vincent van Gogh and last year Jos Stelling made the first Dutch film about the artist Rembrandt and his work.

Naturally, producing films in a small country whose language is spoken by relatively few people does raise problems. However, subjects chosen by Dutch film makers often have international appeal because they have to keep pace with the general trend in local cinemas.

Since 1956 a special fund to help finance feature and documentary films has existed in Holland. Government controlled, it operates much like a bank except that repayment of loans depends on the amount of money a production makes.

Today all major cultural institutions in Holland are subsidised by the Ministry of Cultural Affairs, Recreation and Social Welfare, set up in 1965 to give culture a central role in modern life.

And artists—the living ones, the orchestra's first conductor in not the Rembrandts and Van Goghs—have not been forgotten. Several are given stipends to enable them to devote all their time to their work and a scheme to boost sales for living artists gives buyers a rebate of about 25 per cent from the treasury.

In addition, artists who can prove they have lived off their work for at least three years can join a union which gives them a monthly allowance in exchange for an agreed number of their works. Some of these are sold but most are used to decorate municipal buildings.

Bernard Haitink, now principal conductor of the Concertgebouw Orchestra of Amsterdam and the London Philharmonic Orchestra.



Bernard Haitink, principal conductor of the Concertgebouw Orchestra of Amsterdam and the London Philharmonic Orchestra.

present trying to curb expenditure and unfortunately this has meant applications for subsidisation from "fringe" groups in art often have to be turned down.

Although Holland has no tradition in theatre the situation has improved since ten years ago when most available money was going to the large established companies to the dissatisfaction of many young actors and directors. Suddenly one night a very theatrical gesture was made—al tomato splashed on to the stage of a municipal theatre. This was the beginning of a six month "war" of disruptive activities by the Tomato Action Group.

While on tour in America this year, the orchestra performed a Beethoven cycle—

nine symphonies.

Hein van Royen, artistic director, says: "It would sooner be an art to give a bad performance with this orchestra than a good one."

He is hoping to introduce more contemporary works in the repertoire: "Unfortunately, the distance between the public and contemporary music is greater than ever. You still meet people for whom music stops at Brahms and in 1978 this is an impossible attitude."

Music did not play an important role in Holland until the 1850s when a splendid concert hall, called simply Het Concertgebouw, was opened in Amsterdam and a resident orchestra moved in. This year the Dutch capital celebrated the 90th birthday of both.

When Willem Kes became the orchestra's first conductor in 1888 he not only taught the musicians the value of rehearsals, he also taught the public to appreciate good music.

He had to eliminate the customary habit of eating, drinking and chatting during concerts—the Dutch then

can join a union which gives them a monthly allowance in exchange for an agreed number of their works. Some of these are sold but most are used to

decoration of municipal buildings.

The Dutch Government is at

Rudi van Dantzig, the company's artistic director, has repeatedly made the limelight with his vital works, one of the most significant: *Monument to a Dead Boy*, an experimental electronic ballet in which Rudolf Nureyev asked to dance in 1968. The company made its debut at Sadler's Wells with this

Queen Julianne attended a special birthday concert given in April with works by Ravel, Beethoven and Richard Strauss on the programme. An exhibition highlighting the history of the orchestra and concert building was opened.

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Jaap Bevaart, Concertgebouw director, says artists often stipulate in their contracts that they won't be forgotten and lost.

To see the dancers of the Dutch National Ballet, established in 1961, at rehearsals is to doubt the company's excellent reputation. Baggy sweaters, torn tights and ragged woolen leggings do not fit its image.

But when the dancers get to work at the barre it becomes clear why the company is reputedly one of the hardest working in the world. It puts in about 150 performances a year, with invitations coming from far and wide.

Bernard Haitink, now principal conductor of the Concertgebouw Orchestra of Amsterdam and the London Philharmonic Orchestra.

During curtain calls Van Dantzig offered his company the largest floral tribute, a huge bouquet of red roses. Then he hurried to the wings, it being their night, not his.

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Sheffield cutlers under the Korean knife

BY RHYS DAVID, Northern Correspondent

FRONT the average South Cutlery Manufacturers, springing with traditional western cutlery to challenge the older implements—knife, fork, established Cutlery and Silverware—and it is a fair bet that the Association's efforts to counter the import threat. That is, of course, what happened in recent weeks, a response in part to signs of evident Government irritation at the industry's qualms. A series of meetings have been held at which the two trade associations have managed to agree on their representation on new working party being set up by the Department of Industry to discuss a detailed report on the sector, commissioned from the Cutlery and Allied Trades Research Association (CATRA).

including Britain. A series of reports and delegations to Whitehall over the past have stressed that parts of the 800-year-old industry are mainly in Sheffield, are disappearing permanently. The demand is for effective measures, guaranteeing British industry a share in the home market.

short penetration of 50 per cent in cars may seem disturbing, but the fangs of the UK market are by no means the only one. Some 20 per cent of total imports come from the Far East, with Taiwan, Hong Kong, Japan and China also important producers. The challenge, too, has broadened over the past two to three years to embrace some of the specialist areas where the generalised system of preferences—among them South Korea—guaranteed similar rights.

mainly from the Far East—

took nearly 70 per cent of the £1.3m UK market in pen and pocket knives. In scissors, a market worth nearly £5m in 1977, imports—again from the Far East—accounted for two-thirds of sales. In kitchen knives—a £3.8m market in 1977—imports held a share of

But there are other factors, around 35 per cent, employment in the industry in Britain, in which the UK industry finds

Letters to the Editor

he future of Leyland Cars

General Secretary, General Union of Engineering Workers, Industrial Administrative and Treasury Section

Your first leader of 24 totally ignores the problems of Leyland Cars, the British motor industry, assumptions you make areistic and naive. In summary, leader argues that all the items can be laid at the door of Leyland workforce and the unions.

real world, life is more complex. Leyland faces two problems. It inherited, the private sector, a ramshackle, rundown and unprofitable group of companies, which sent a total manufacturer-parity too small to compete with its giant American, Japanese and European multinationals. The current model range is old and incomplete. Exhorting the workforce to work harder to be realistic (that is, to everything that Michael Rodes says and does as tablets ed down from the Mount) is vital to the solution of these items. Producers have to be as well as made.

confident that the workers will respond positively to a genuine strategy which realistic prospects of job security, adequate rewards for skill and responsibility, a genuine development of trade democracy. The closure of 20 modern plant, cut in production, largely at a time when the market is expanding and rigid application of restraint policies is not a basis for winning the hearts and minds of the workforce.

have issued a Press statement which deals with the attack editorial makes on our. The facts are irrefutable. We could expect a responsible paper to check facts before running irresponsible allegations. This is not too much to ask.

a union we have been to done in supporting us which will ensure the survival and expansion of Leyland Cars. In the last three years we have issued three substantial statements, met numerous Government Ministers, published articles in our own journal, do not always agree with the editor of Financial Times, Bill Bingham, and in the national press, we are determined to argue for the policies we believe to be right for Leyland and the British economy. No lectures about being sensible and realistic.

Bill Holl, Little Green, London, Surrey.

ment pensioners were having their pensions reduced because of earnings. No doubt many of those pensioners are superannuated politicians or trade union officials who are now enjoying the fruits of Quang's appointments but can these really work at an average of £7,000 per annum. I am sure there must be many pensioners who would welcome information as to how they can join this happy band.

Mr. Manley,
10, Devonshire Gardens,
London, NW1.
ERNEST BARTON,
Leyland House, Masons Avenue,
Croydon.

Prices for steel

From the President, National Association of Steel Stockholders.

Sir—I wish to correct any possible misinterpretation of the recent decision (October 23) by the National Association of Steel Stockholders to adopt a policy of recommended prices for various types of steel. The new policy continues to be consonant with the association's full support for the spirit of the Davignon plan in the continuing steel crisis, as we believe that the establishment of an economically viable steel industry in the EEC and the UK is of paramount importance in the long term interest of steel consumers. UK steel producers know that this is our view, and concur with our policy.

Free collective bargaining

From Professor D. Johnson

Sir—I would like to elaborate on a very important observation Mr. Samuel Brittan made in his column of October 12. He stated that it is not quite clear whether those who are questioning the legal basis of union market power are merely attacking the abuses such as the closed shop; or whether the whole system of collective bargaining is a monopolistic practice to be treated like cartels and price rings on the employer's side."

Anyone who believes in the ideal of personal freedom, part of which is the freedom to join or not to join a union, should oppose the legally sanctioned coercive powers granted trade unions in Britain (and in the U.S. too). The closed shop (union shop in the U.S.) should be outlawed as it denies workers the right of freedom of association. Also, given that the legal privileges of the trade unions virtually exempt them from any kind of action for damages, including libel, these privileges should also be abolished as they constitute rank class legislation.

By definition, unions are monopolies which offer a common wage package to employers for all their members (obviously an asymmetry exists between the way society treats union price (wage) fixing and business price fixing). What can be said about the monopoly distortion effects of unions?

Unions do not cause inflation. Only governments do. The question then becomes, what is the independent impact of unions per se on relative wages and prices—can union raise relative wages and prices above what they would be in the absence of unions (i.e. in one pays for free collective bargaining in a free society there are no strikes in Russia).

Dudley W. Johnson.

Professor of Business Economics, University of Washington, and Senior Research Fellow, City of London Polytechnic.

There are two hypotheses per se: (1) additional income would be at standard rate if gross earnings of £35m are invested. In the next year, it is said that the firm's records show that in 1977, only 5,000 re-

which stood at 11,700 in 1958, is now down to around 5,000, though technological changes, involving the use of less labour-intensive equipment, have also played a part.

In establishing such a strong position in the UK market, the Far Eastern producers have started with the advantage of both lower raw material and labour costs. The South Korean industry, according to a document drawn up by the CSA, has been able to land spoons in the UK at the equivalent of £1.44 per tonne while here the cost of stainless steel sheet used to manufacture spoons was calculated at between £1.56 and £1.62. The average landed price of far eastern imports in 1977 was £1 per dozen compared with an average UK manufacturers' price of £4.80 per dozen.

Open market

The Sheffield producers also blame their inability to hold the home market in the stainless steel sector on the ease with which successive low-cost suppliers have been able to gain access to the open British market. Commonwealth links mean that duty free access was granted to Hong Kong and India in the 1950s and 1960s, and with Britain's entry into the EEC other countries within the generalised system of preferences—among them South Korea—guaranteed similar rights.

The German market is likewise open and is also deeply penetrated by imports, again mainly from the Far East, but France market worth nearly £5m in 1977, imports—again from the Far East—accounted for two-thirds of sales. In kitchen

utensils such as baffle or blade making.

The industry is also aware

that in the past it has perhaps not paid enough attention to marketing, relying instead on the public's instinctive identification of cutlery with Sheffield. There are exceptions, including Viners, which claims to spend three times as much on advertising and sales support as the published amount for the rest of the industry put together.

The wide variations in company size and structure provide

Confederation, for example, in a clue to the dispute that has raged against low-cost suppliers. The UK industry includes within its ranks a number of bigger groups such as Viners, which decided long ago that their cutlery business was now international in nature and adapted their manufacturing and marketing structure accordingly.

Viners itself makes no secret of or excuses for its own substantial importing activities, pointing out that its strategy of developing as a worldwide group has helped to strengthen its Sheffield base. Viners manufacturers not only in Sheffield but in Ireland, France and Australia, each of which contribute different activities to the group as a whole. Thus the Irish plant specialises at the medium cheap end of the market while the French plant produces high quality cutlery. The US plants produce a range of cutlery, including stainless steel and EPNS together with other giftware products and canteens, and is also responsible for the forging, grinding and polishing of knives for the whole group.

Viners also has a trading company in Hong Kong which supplies stainless steel cutlery to the UK and elsewhere, but although this has helped to give the company a 20 per cent share of UK imports this is offset, Viners say, by exports from its

Sheffield factories—estimated this year to exceed £1.5m or roughly 10 per cent of total exports by the industry including EPNS and other quality products.

Most other large companies also import and indeed argue that this is now the only way in which domestic manufacturers can continue to offer a full range of cutlery including the cheapest stainless steel. The FBCM, though it also con-

KNIVES, FORKS AND SPOONS FROM MAIN FAR EAST COUNTRIES

Year	Quantity '000 dozens	Value '000 £	Average value per dozen, £	Hong Kong quantity '000	Hong Kong value '000 £	Korea quantity '000	Korea value '000 £
1974	1,467	1,537	1.05	285	331	655	605
1975	1,791	1,771	0.99	326	373	815	743
1976	1,168	1,482	1.24	319	417	664	721
1977	1,837	1,579	1.52	335	325	728	685

Source: CSA

lance but as well as smaller would eventually reduce imports (including some which parts to only 25 per cent of the members) including some which also belong to the CSA, has

so far encouraged the industry to seek voluntary agreements with major suppliers, and the CSA is currently

in talks with the CSA, agreed to limit exports of stainless steel cutlery this year to 80 per cent of 5.5m dozen pieces—

the average for 1975-76—and the CSA hopes that a similar arrangement can be made for next year.

Faced with so many conflicting pressures, the Government has so far encouraged the industry to seek voluntary agreements with major suppliers, and the CSA is currently claiming some success for this approach. The South Koreans, in talks with the CSA, agreed to limit exports of stainless steel cutlery this year to 80 per cent of 5.5m dozen pieces—

the average for 1975-76—and the CSA hopes that a similar arrangement can be made for next year.

Whether the approach will

be supplemented by attempts to bring in more direct controls will only become clear once the working party gets under way.

According to some reports, as yet unpublished, CATRA study also looks at other possible ways in which the industry could hope to increase its competitiveness. These include a move to smaller sizes of cutlery and reductions in quality, or increased shift working as a way of improving the utilisation of assets.

At the same time the report is believed to make the point that the very low prices at which steel can be obtained from low-cost Japanese and other mills in the East gives the industry's competitors a head start.

To-day's events

GENERAL

Trade Union Congress—Labour Party Liaison committee meeting, Congress House, London.

Prime Minister presents Engineering Industry Training Board award, Royal Lancaster House, London.

Delegation from Royal College of Nursing, led by Miss Sheila Quinn, its council chairman meets Mr. David Ennals, Social Services Secretary, to discuss fears of professional nurses about the service.

This solution is inequitable.

There is no doubt at all that if Smith is by Government decree, has to be credited with eight years of pensionable service in the fund of Company B, with any dispute being settled by the Government Actuary.

This is the only way that if Smith, by Government decree, has to be credited with eight years of pensionable service in the fund of Company B, the "fair transfer value" on which the actuaries will agree will be considerably in excess of the amount which Company A will be willing, or able, to pay. One reason for this will be that the "fair transfer value" must allow for Smith's future increases in earnings with Company B; why should Company A pay for these? A second reason might be that Company B's pension formula is more generous, perhaps very much more generous, than Company A's. Again, why should Company A pay for this?

No, Sir. Mr. Shaw's solution would create more absurdities than it would solve. The only answer to the problem of Smith's transfer is that Smith himself, in negotiating for his new job with Company B, should consider the effect on his pension entitlement in the same way as he considers all other conditions of employment, and make his decision accordingly.

Mr. Shaw maintains that people who change jobs are hardly treated. It is more accurate to maintain that people who change jobs are treating themselves hardly since all too frequently they do so without giving the same amount of thought to the effect on their pension benefits as they do to other, more immediate conditions of employment.

Colin Berman, 44, Ossulton Way, N2.

Transferring pensions

From Mr. C. Berman

Sir—Mr. D. I. Shaw discusses (October 26) the problem of Smith who leaves Company A after eight years' pensionable service and joins Company B. Company B's actuary decides that the £8,000 transfer value which Company A's actuary is prepared to allow is worth only five years of service under Company B's pension scheme.

In this way, Mr. Shaw concludes, Smith is being unfairly treated (the apparent loss of three years' pensionable service), and Mr. Shaw's "solution" to this problem is for the Government

taking to the above. The "Robin Hood" effect, and the "Jesse James" one. The former is that unions redistribute income from profits to wages. The latter one is that they "steal" from their own—i.e., non-union labour. The wages of union workers increase, but unemployment results; the unemployed flow into the non-union sector, thereby reducing non-union wages. The net result is a dual-labour sector economy.

I have no knowledge of the empirical order of magnitude of these effects in Britain. In the U.S., the long-run Robin Hood effect has not occurred, and the Jesse James effect is negligible.

Being concentrated mainly in rural towns which face relatively inelastic demands for their services, Government-forced maximum-wage requirements produce, far more, Jesse James effects. But theory would indicate that such distortions are small, especially if the Government adopts stringent anti-inflationary monetary-fiscal policies.

Thus, for the above and also on my normative view, the institution of free collective bargaining should be fostered. (I also believe in employers having the right to institute lock-outs if required.) To be sure, strikes produce costs on third parties, but if unions know in advance that the Government will not let wage policy dictate supportive monetary-fiscal policy, the market discipline will reduce the number of strikes and hence third party costs. It should never be forgotten that the right of unions to withhold their supply of labour (strikes) is the price of unionism only.

Mr. McLain when writing of English wine prices may have given the impression quite unwillingly that the average cost is about £1 a bottle. In fact, there are no decent English wines available at prices well under £2.50 a bottle.

An important aspect Mr. McLain did not touch upon is the marketing of English wine. A few stores here and there, a mere handful of wine merchants and "farm gate" sales make up the main marketing drive for a nascent industry which began in the Roman occupation and more or less died out in the Middle Ages.

With the steady expansion of England's vineyards it will not be long before we find ourselves with a 1,000 acres in bottle industry but with totally inadequate marketing.

Maurice D. Cocking, Romford House, Romford Road, Pembury, Tunbridge Wells, Kent.

Metal Market—Mr. Julius Katz, U.S. Assistant Secretary of State, will also address the forum, which

will include discussion of the new London Metal Market—aluminium contract.

Mr. Nobuhiko Uchiba, Japan's External Economic Affairs Minister, meets Mr. Len Murray, TUC General Secretary, in Washington for discussions on "Trends in the U.K. Economy" and the implementation of measures agreed at earlier discussions.

EEC Agriculture Ministers open two days of talks—review of implementation of measures agreed at earlier discussions.

EEC Energy Council meets

Mr. Frank Turner, chairman of the Association of Local Authorities, statement on Local Government and Economic Recovery report.

British Rail cuts buffet car food and drink prices—some items to be reduced by 10 per cent.

Birmingham Chamber of Industry and Commerce trade mission in Czechoslovakia (until November 31).

Archbishop of Canterbury and

U.S. Special Trade Representative, speak on "Trends in the U.K. Economy" and the implementation of measures agreed at earlier discussions.

Parish Church, Harrow.

Greenhill

Two-day meeting of EEC Agriculture Ministers opens.

EEC Energy Council meets</p

This announcement appears as a matter of record only.

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September, 1978

WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week. The Board meetings are mainly for the purpose of considering dividends and official indications are not always available whether dividends concerned are interim or final. The sub-divisions shown below are based mainly on last year's timetable.

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

The dollar shake-out continues

BY NICHOLAS COLCHESTER AND FRANCIS GHILES

IT WAS another week of hectic trading in the dollar sector of finance which the dollar would continue to decline in the international bond market. Yet behind this continued slide which now stretches back to October 12, one dealer called the market "a bit of a bloodbath" and explained that it had been the second month that it had been the second month of the year in which the market suffered most. This sort of paper fell in price by up to 4 per cent over the week.

In the background to the market's continued sickness was the resounding backfire of President Carter's anti-inflation package. The dollar dropped by another 3.3 per cent against the D-Mark to close at Dm1.76. The rise in six month Eurodollar rates continued, going up by 1 per cent to 11.4 per cent of the week's end. The way in which this rise has left bond yields standing is in a bear market until he explained that he had no problem getting rid of good quality bonds if only he could get hold of them in sufficient quantity.

Consistent with this was the thinly disguised pleasure at two other prestigious trading houses that Swiss institutions were buying some good quality bonds in hasty fashion. Again, buyers were not hard to find.

Despite the depressing short-term outlook for the U.S. dollar, U.S. interest rates and U.S. inflation, the old conundrum of the dollar market in its current phase remains. Everybody agrees that borrowers will not touch it, that yields are too high and that the dollar looks undervalued, yet what is perceived as a rotten deal for the borrower is not yet seen as a good one for the investor.

Certainly the Floating Rate Notes sector was one of disillusionment last week. Kidder Peabody noted: "FRNs have been popularised as a super liquid sector. Certainly this is no longer the case. Recent issues have been discarded in the market but with falls which were in general smaller. Thus the Inter 9 per cent 1982 dropped 2 points to 91, while the better known Shell 8 1/2 1980 slipped only one point to 93."

Though there were signs of dollar-fat institutions committing themselves to the market, the view among dealers was unanimous that what could well prove a good buy now would prove a better one later. Kidder Peabody, plainly conscious of the potential abruptness of the rebound when it comes, felt that a mixed and at times nervous week but after falling quite heavily at mid-week, prices recovered on Thursday and Friday to close on average about one half point lower than a week earlier.

Three sets of factors affected prices: the Bundesbank move to increase minimum deposit requirements appears to have been misread by some in the market as a signal for a likely increase in interest rates. By talked of "a bad 12 months" He Thursday it became obvious that interest rates would not move. Most German bankers do not

expect any change on this front until the beginning of next year.

The second factor was the widening yield gap between domestic and foreign DM bonds, trading was not an unmitigated disaster for the market makers.

The trouble with this market is lack of supply, said one dealer.

This sounds an odd comment

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Though there were signs of dollar-fat institutions committing themselves to the market, the view among dealers was unanimous that what could well prove a good buy now would prove a better one later. Kidder Peabody, plainly conscious of the potential abruptness of the rebound when it comes, felt that a mixed and at times nervous week but after falling quite heavily at mid-week, prices recovered on Thursday and Friday to close on average about one half point lower than a week earlier.

Three sets of factors affected prices: the Bundesbank move to increase minimum deposit requirements appears to have been misread by some in the market as a signal for a likely increase in interest rates. By talked of "a bad 12 months" He Thursday it became obvious that interest rates would not move. Most German bankers do not

expect any change on this front until the beginning of next year.

The second factor was the widening yield gap between domestic and foreign DM bonds, trading was not an unmitigated disaster for the market makers.

The trouble with this market is lack of supply, said one dealer.

This sounds an odd comment

in a bear market until he

explained that he had no problem

getting rid of good quality

bonds if only he could get hold

of them in sufficient quantity.

Consistent with this was the

thinly disguised pleasure at two

other prestigious trading houses

that Swiss institutions were

buying some good quality bonds

in hasty fashion. Again, buyers

were not hard to find.

Despite the depressing short-term outlook for the U.S. dollar, U.S. interest rates and U.S. inflation, the old conundrum of the dollar market in its current phase remains. Everybody agrees that borrowers will not touch it, that yields are too high and that the dollar looks undervalued, yet what is perceived as a rotten deal for the borrower is not yet seen as a good one for the investor.

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FINANCIAL TIMES SURVEY

Monday October 30 1978

STANDBY POWER

Although orders for standby power equipment are now levelling off after last year's surge in demand, the long-term prospects for Britain's standby power makers are reasonably good. Worldwide demand for power supply units is likely to increase at around eight per cent a year.

Worldwide
bites the
emand
power
its

Max Wilkinson

FACULTERS OF standby equipment are going to be somewhat anxious as the recent upward in orders starts to flatten while orders in some sectors of the industry show signs of

unsettled political situation in Iran, the imposition of 100 per cent import duty and restrictions by Nigeria, threats of a tighter boycott of goods by Iraq, create

term prospects for

standby power makers

alarmingly good. To be sure,

event fall in the world

in an ordering rate of

110,000 sets a year com-

most unfavourably with

last year's orders may

to have been something

a break in a generally stable

able than a district served by domestic consumers, but they supply

upward pattern of demand which has been increasing at a rate of around eight per cent a year when cyclical variations are evened out.

This historic rate of increase appears likely to continue for two main reasons. First, in the less-developed countries, which provide a large part of the UK's sales, the inexorable processes of industrialisation will bring in its train a demand for small portable power supply

These units will be needed in small factories, farms and government installations in many remote parts of deserts and jungles at present not served by the main utilities. Large numbers of units will be required by the armies of the Middle East, as well as for

newly-created hospitals, schools and communications installations.

In some countries, a standby unit is the only possible way of providing country districts with the elixir of modern life, electricity. But even in cities supplied by a local power station, standby units will be required in key buildings as a protection against power failures. That is because few countries in the developing world have anything like the British national grid.

System to ensure continuity of supply.

Indeed, the trend for oil to the average interruption of 100,000 sets a year com-

most unfavourably with last year's orders may

to have been something

a break in a generally stable

able than a district served by domestic consumers, but they supply

a large number of much smaller units. The second major trend which is increasing demand for standby power units can be seen in the highly industrialised countries, where more and more organisations, factories and offices, depend upon highly sophisticated electronic control.

A computer installation subject to a power failure risks having large parts of its working memory wiped out. This could be an expensive happening if all the information and programmes had to be re-loaded from magnetic discs or tape. Even worse, tapes and discs containing irreplaceable information might themselves be damaged if the power failed while they were in operation.

Moreover, an organisation using an "on-line", continuously operating system such as those used by airlines for bookings could be faced with a disastrous loss of business if its system were damaged by a power failure.

Large systems of this type are already protected by standby power units, including motor-generator combinations and emergency batteries. However, the same type of system is increasingly being used by much smaller businesses. They are likely to provide steady blackouts and financial stringencies asserted themselves, the home market has been relatively stagnant.

The general slowing down of construction work and tighter control over local authority finance have had their effect. The generally sluggish pace of industrial investment has also tended to depress demand for standby equipment.

Despite this situation, shipping sets across the Atlantic

between the U.S. and Europe

have been very serious, mainly

because of the high costs of

importing British alternators.

They are matched with German

made diesel engines before

being exported to a third

country.

From the user's point of view,

the purchase of a standby

power unit presents a number

of complex choices. On the one

hand, there is an obvious price

advantage of buying a standard

generator set, compared with

British in the required load.

However, the most important factor in estimating demand for standby power in developed book. Earlier this year it was

countries is probably managers' perceptions of the risk of time, which it regarded as much

too long.

Undoubtedly, the variation in order books reflects a perennial problem of rapid stocking and restocking in an industry which

still includes large numbers of

relatively small assemblers of

complete sets.

A shift wind from the Middle East or some other setback can lead to a marked cut-back in inventories which caused the

trade cycle to be magnified by the time it is reflected in component supplies.

Mr. Bill Bow, marketing

director of Newage, says:

"Many of the generating set

manufacturers may all be chang-

ing the same contract. If a few

big contracts are lost, a manu-

facturer may immediately cut

down on orders instead of stock-

ing up for the next increase in

demand."

However, as memories of the

blackouts receded and financial

stringencies asserted them-

selves, the home market has

been relatively stagnant.

The general slowing down of con-

struction work and tighter con-

trol over local authority finance

have had their effect. The

generally sluggish pace of in-

dustrial investment has also

tended to depress demand for

standby equipment.

So far, American competition

in overseas markets has not

been very serious, mainly

because of the high costs of

importing British alternators.

They are matched with German

made diesel engines before

being exported to a third

country.

Such a blurring of distinc-

tions would be helpful to both

users and manufacturers

because of the possibilities of

advantage of buying a standard

generator set, compared with

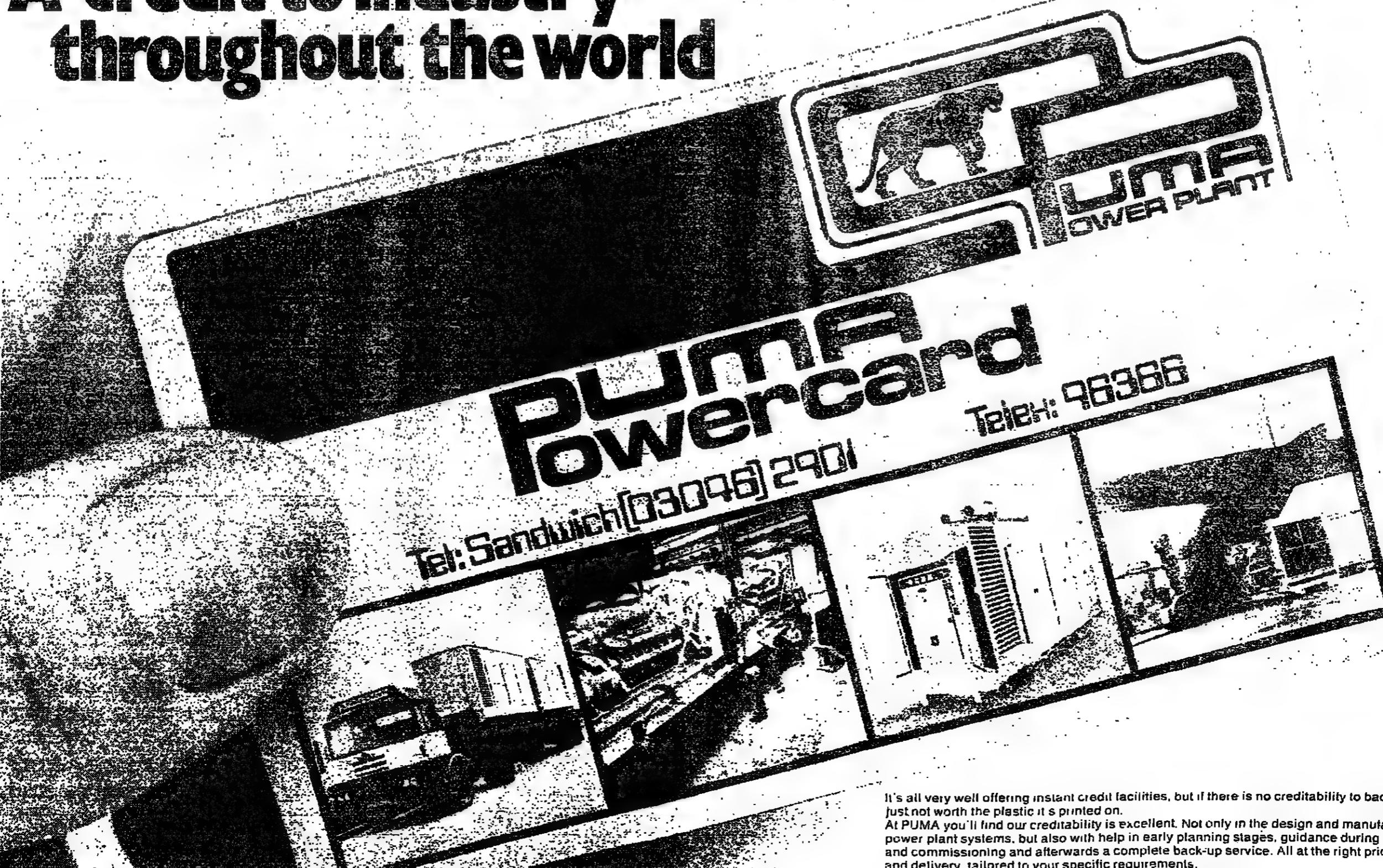
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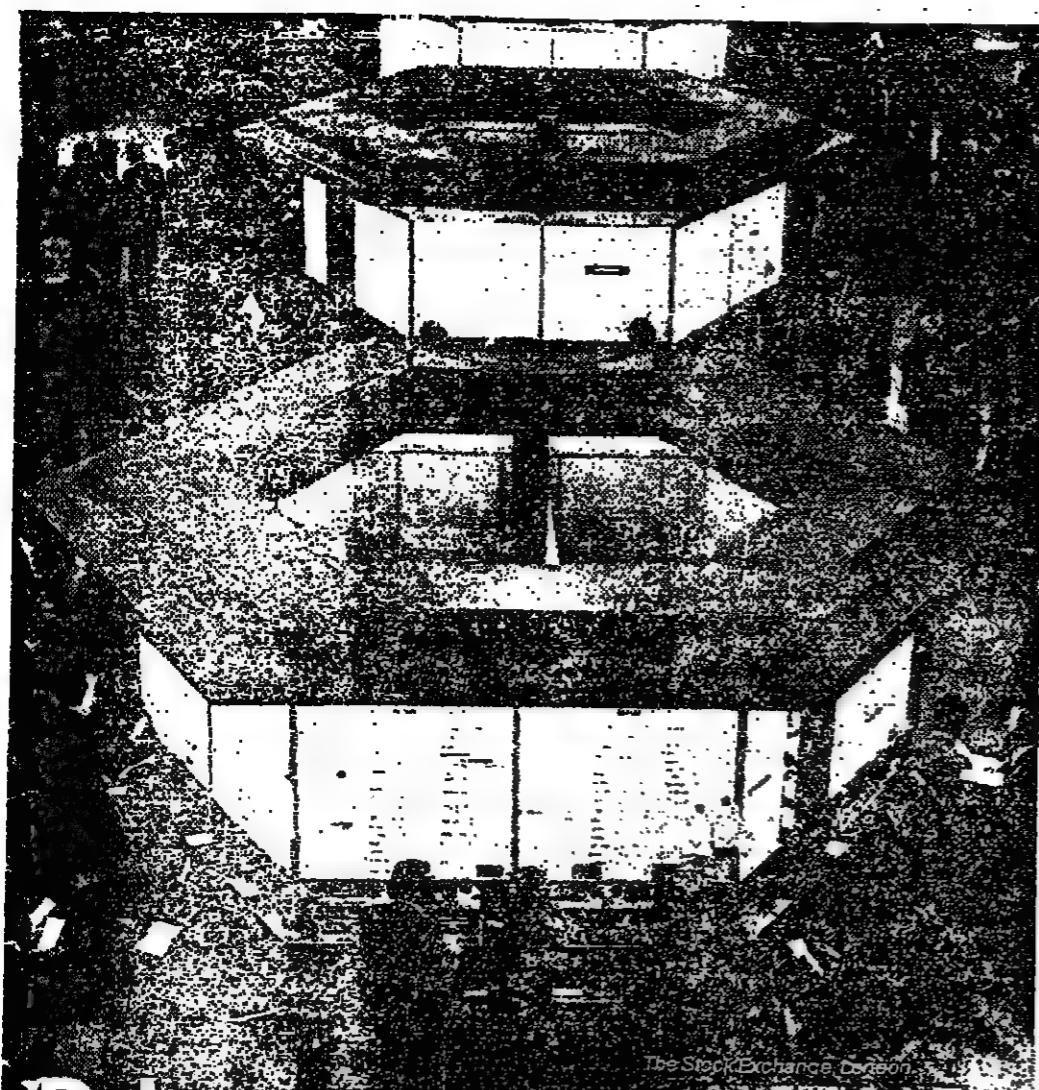
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STANDBY POWER II

Growing sales overseas

THE MAIN markets for standby power equipment are overseas to judge by the sales patterns of the major UK manufacturers. Companies like Dale Electric International and Petbow Holdings between them export well over two-thirds of their production. Estimates vary, but it begins to look as though British built machinery accounted for something like 30 per cent of world exports of power equipment last year, exceeding those from the U.S.

Market research men in the industry tend to pinpoint the Middle East as the main area of overseas selling as far as the UK is concerned, although this market has recently been losing some of its buoyancy. The major focus is on countries like Saudi Arabia and Kuwait. Elsewhere, the demand themes tend to stick with the developing world with Africa (notably Nigeria), playing a prominent role followed closely by the Far East and South America.

Increases

Industry statistics suggest that the markets overseas for UK power equipment are growing this year. On a comparable basis, exports of generating sets and ancillary equipment for the first eight months of 1978 are showing increases against last year of a fifth and a tenth respectively for electric and gas plant. But the figures are based on cash value so price inflation tends to enhance the upward trend. In contrast the men with their ears most firmly to the ground—the sales dealers within the power industry—feel that a generally more sluggish pattern of demand is emerging for this year.

In this country the manufacturing industry is fragmented. There could be something like 80 separate companies producing equipment of one kind or another. However, the bulk of UK output is concentrated in seven or eight independent companies with names like Dorman, Dawson-Keith, Grahame Puttick and Auto Diesels complementing the two publicly quoted companies, Dale and Petbow. Auto Diesels is part of the Brabec group while Puttick was recent acquired by O'Brien Machinery of the U.S. Between them these com-

panies produce a mammoth array of standby power equipment. Dale is especially integrated. It operates from three main companies (Dale GB, Erskine Systems and Houchin) and offers a bespoke service as well as a range of standard equipment. Dale GB will design, construct and install machinery ranging from one kilowatt up to five megawatts strictly to a customer specification. If someone has a problem associated with back-up power systems, the management at Dale claims to have most of the answers at their fingertips.

Almost any power requirement can be met by standby installations, the technical department at Dale will tell you. As a substitute for a mains failure or as a back-up for servicing purposes, today's range of power equipment is not hampered by a lack of versatility.

But the precise need of the customer can only be truly determined through discussions with consulting engineers. Following this, suggests the technical department at Dale, the customer should take his problem direct to a specialist manufacturer, preferably a member of the Association of British Generating Set Manufacturers which is backed by five major standby power companies. The Association's aim is to establish common technical standards and services.

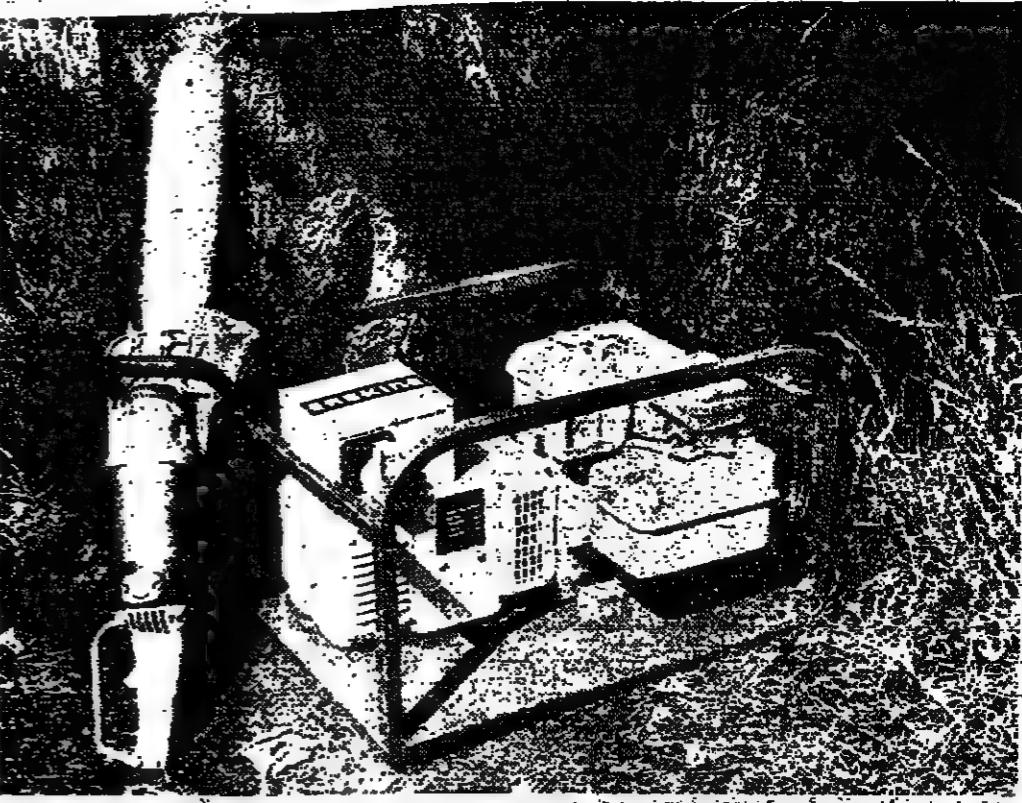
Types of installation vary widely from application to application, and in this respect the range of service to be found in this country has been a crucial factor in determining the growth of markets. Of major consideration is load requirement. Generating sets are called upon not only to supply heating and lighting but are required to operate lifts, refrigerators and air conditioning plants. Without adequate technical consultation prior to installation, a standby power unit can easily fail to live up to its name.

Broadly speaking, standby power applications can be pigeon-holed into six basic areas of operation, namely industry, hospitals, communications, airports, computers and mobile applications. Industry has a major need of alternative power especially where critical processes and perishable goods are concerned. This latter factor accounts for substantial demand among countries of primary food production.

Hospitals and other high rise buildings such as hotels and schools clearly find the prospect of power failure unacceptable, in much the same way that the communications industry does. The television, radio and telephone services have a long history of association with the manufacturers of alternative power. Similarly, there is a crucial need for alternative power at airports where runway lighting and support equipment needs to be available without interruption 24 hours in each day.

In the computer industry a mains failure can be especially costly. The prospect of a loss of memory for a high-powered piece of hardware is one that will push many computer men close to a nervous breakdown. A mains failure can mean computer error or even physical damage, not to mention the cost of personnel overtime needed for correction purposes.

Mobile applications can be a remunerative source to the standby power manufacturers where construction site applications are concerned. Having gained a contract to supply un-



A 2 kW petrol generator from the Erskine Handipack series.

site generating equipment, a manufacturing company can often go on to tender with confidence for any fixed equipment that may be needed once construction work has been completed. Where remote and varying needs for emergency power are to be found so the demand is for lightweight, portable generating equipment. Construction sites apart, areas of operation tend to centre on the maintenance of substations and repairs to overhead and underground cables.

The battery makers have, of course, been in the standby power business since the early days, and in recent years they have been pushing ahead with a number of modest developments. New methods have evolved of connecting rechargeable cells in series to give a desired nominal voltage for an emergency circuit loading. At the same time, batteries now come with a number of additional maintenance aids, like transparent containers for "at a glance" assessments in checking procedures.

Battery

Some emergency lighting systems use a simple car battery with a domestic inverter, although as safety regulations become more stringent so demand for more sophisticated systems grows. Many shops and homes still use a battery inverter system where the inverter takes the power from a car battery and pushes it up to a mains level.

In the telecommunications world, the use of standby battery power is growing at between 6 per cent and 8 per cent each year. Most of the systems produced in this country go abroad where the final resting place can vary from the developing world to a mature economy like France where data transmission systems are being updated.

In the last ten years or so hundreds of battery types have emerged to meet high power densities, fast charging rates, the needs of a longer life and miniaturisation. But the greatest test for the manufacturing industry lies not, perhaps, in making standby batteries more reliable and longer living but in developing techniques for mechanising what remains a labour intensive industry.

Jeffrey Brown

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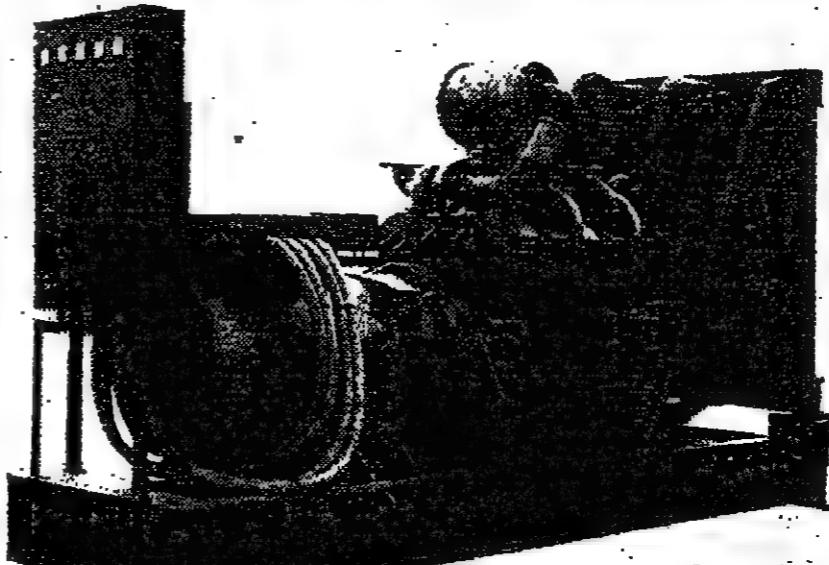
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STANDBY POWER III

Acceptance by manufacturers

IE dark days of the oil and various power disruptions in 1974, makers of standby equipment were faced with such a rapid increase in demand that the major diesel makers were unable to meet their immediate requirements.

Demand was mainly for

units which are the basic

units used by British

power set manufac-

Since that time, how-

ever, the market has slowed

considerably, particularly

as a result of a slump in some key

markets such as

and some Middle East

countries.

British market has also

been hit by the recent pressure

to reduce public expenditure,

which has meant that hospitals,

authorities and other

publicly financed bodies have

had to scrap their

for emergency power

systems.

output

ough the engine manu-

facturers see the power genera-

market as an important

with good prospects for

the proportion of their

output sold in this sector

is relatively small, Perkins

for example,

around 10,000 engines a

for this purpose, less than

cent of its total produc-

of more than 200,000

units a year.

prospect for after-sales

through the supply of

parts is also much

than in other applica-

to the very limited

R. A. Lister, as both are owned

of standby power units.

However, since a considerable

portion of installations are Hawker Siddeley company

commitments to upgrade power

Petter Power Generation.

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ing of engine speeds is now

required and it is continuing to

work on this. At present its

engine performance is "well

within the British standard"

Petter Diesels believes that

the price of the engine is less

important ultimately than the

price of the complete generator

set but that the customer con-

tinues to place considerable im-

portance on the type of engine

in the package. This it regards

as particularly relevant in over-

seas markets where parts avail-

ability and service can be crucial

in winning orders.

Although competition be-

tween various engine producers,

particularly on price, tends to in-

fluence buying patterns by

companies selling standby power

packages, most of these com-

panies remain fairly consistent

in the types of power unit they

buy. Flexibility is regarded as

important, often because the

buyer of a generating set will

specify the type of engine

going to be used.

Most makers of standby power

units have tried to maintain

their flexibility, enabling them

to use a number of different

types of engine, but few have

the resources to maintain a

current involvement in a £25m

great deal of stock, but in an

expansion plan at its Dursley

factory and a £6m foundry

development. It points out that

customers' requirements must

be met, the need for optional

one advantage of its engine

design, though not uncommon,

is air cooling and good cold

start capability.

This is regarded as an

advantage in terms of reliabil-

ity, in that checks on coolant

and anti-freeze are not

necessary, and hand-start

capability is offered in the

smaller types of engine. It also

offers water-cooled engines if

specified.

Lister points out that with

more precise electrical output

now being demanded from

generating sets, closer govern-

Lorne Barling

Reliability improves

A RECENT survey showed that speed load carrying transfer a surprisingly large number of switches. At the same time, computer installations—including some on-line computers—have brought with them the great advantage that on the provision for standby power. The more obvious reasons are that users simply fail to appreciate the risks they are running, take far less time than when that they are not prepared to insure against those risks. Yet the signs are that those risks will increase in coming months, with a resurgence of industrial action in pursuit of wage claims.

Any excuse that standby power units are not yet reliable enough to warrant the expense of their installation can now be discounted.

Chloride Transpack recently claimed 100 years "mean time between failures" or MTBF for current designs of standby AC power supply systems.

The idea is to use such a system with a bypass to the mains supply and a static transfer switch to feed in power immediately from an alternative source if mains power fails away or starts to fluctuate within unacceptable wide limits. The MTBF figure, says Chloride, applies from the second year onwards. This is because such systems behave rather like electronic devices, with a risk of failing under "cooking" tests early in their lives.

The reliability of such uninterruptible power systems (UPS) rests in their use of solid-state power units, of very dependable inverters which produce the required power from a variety of sources, and of high-

reliability power supplies. The idea is to use such a system with a bypass to the mains supply and a static transfer switch to feed in power immediately from an alternative source if mains power fails away or starts to fluctuate within unacceptable wide limits. The MTBF figure, says Chloride, applies from the second year onwards. This is because such systems behave rather like electronic devices, with a risk of failing under "cooking" tests early in their lives.

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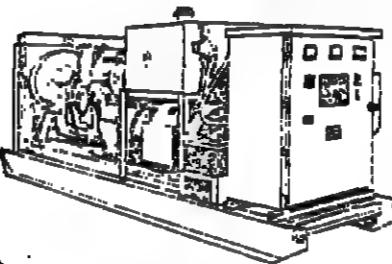
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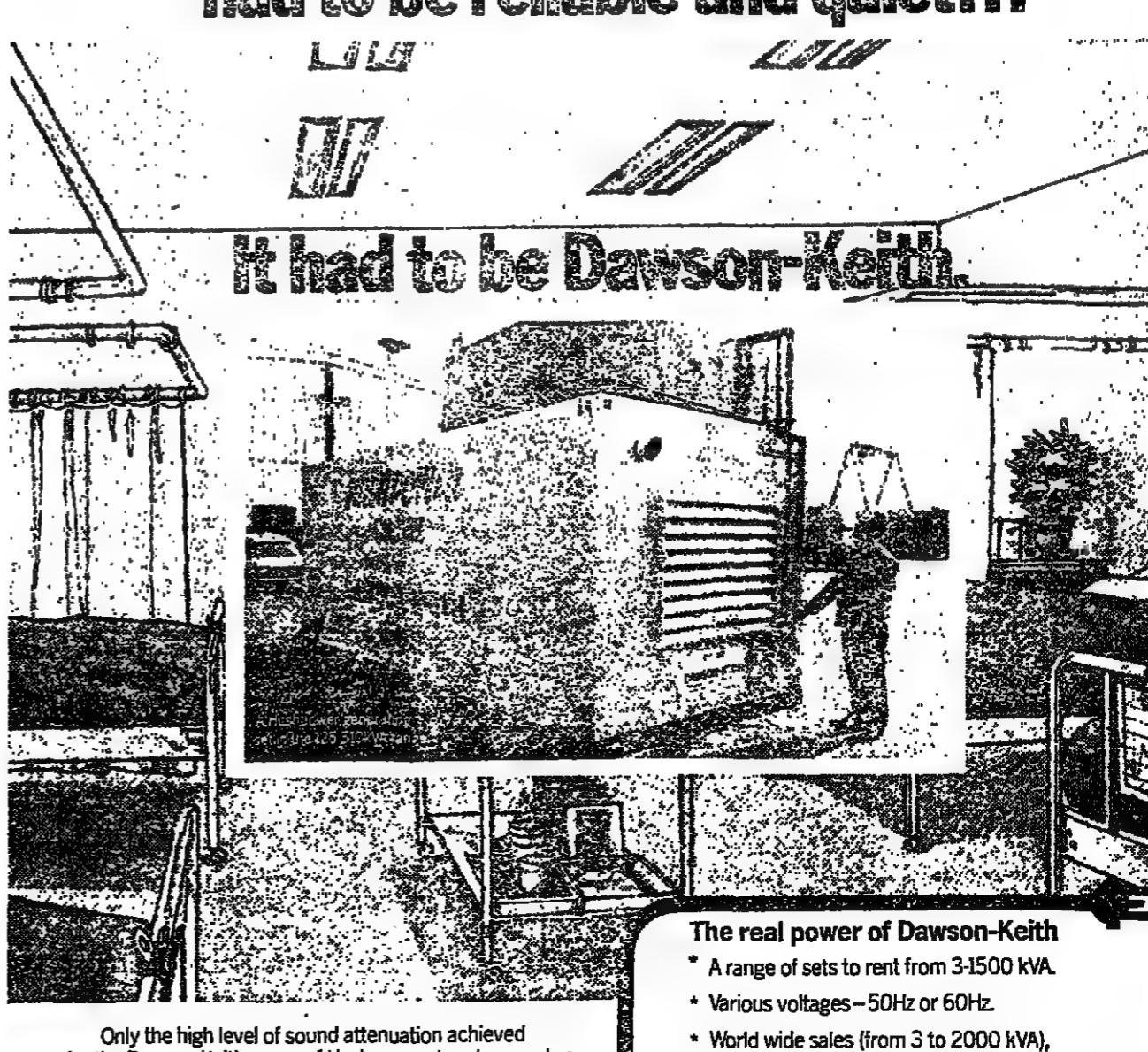
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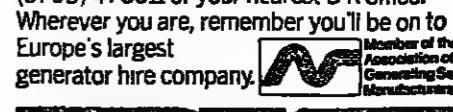
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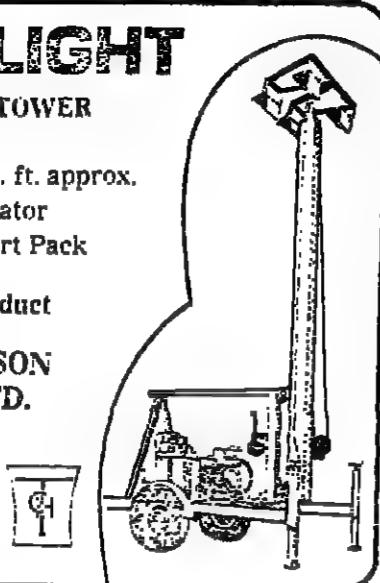
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STANDBY POWER IV

Developing the portable

THE HUM of portable power lashed—some subsidiaries of sets is more noticeable in some manufacturers and others which northern Nigerian towns than were keen to latch on to a versa- sound of night insects. In the tile and easily marketable pro- many less developed countries duct.

a light, easily transported Hiring companies are as power unit has become as in-aware as the manufacturers of dispensable as insect repellent the volatile market for standby because of the erratic, often portable sets. When cold non-existent, power supplies.

The developing world is still the mains supply occurs, demand one of the fastest-growing mar- soars. Seasonal work, either on kets for manufacturers of port- a construction site or during able standby power sets and harvest time, are a guaranteed

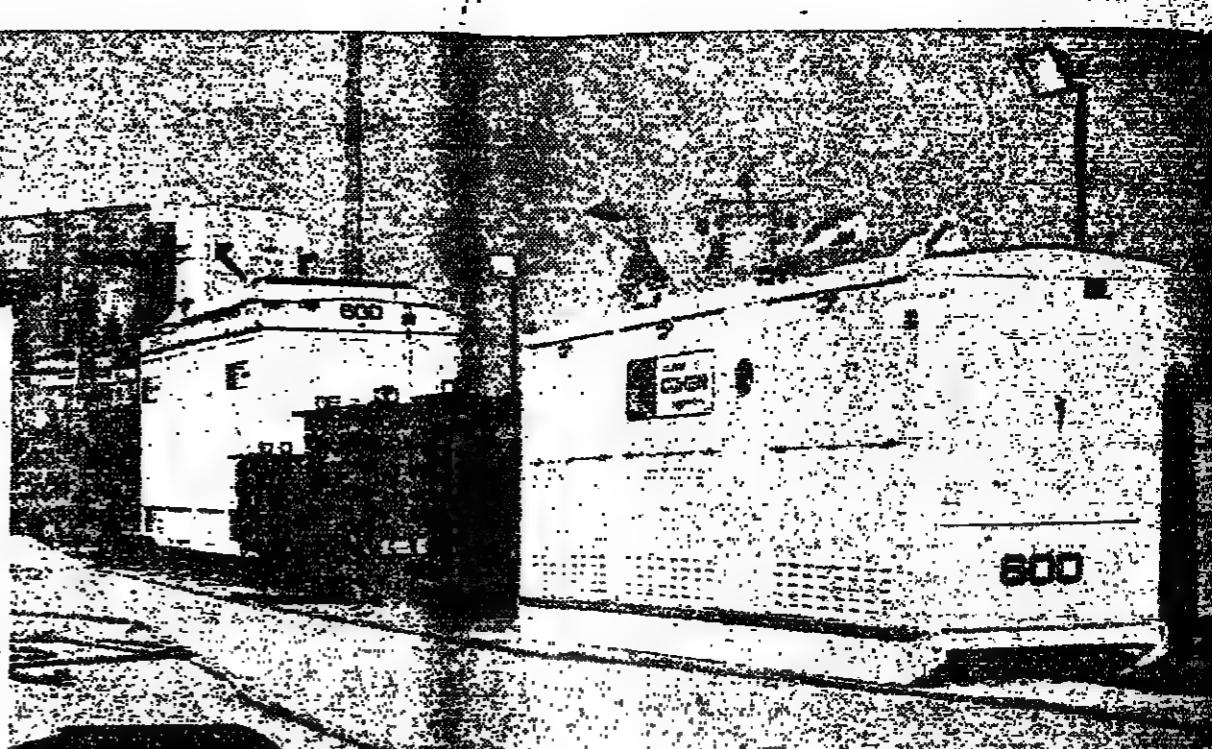
despite the rapid progress be- income.

The home market is the sales drive is now on with the advent of winter and the ever-present threat of industrial action among power workers. The cold months as always herald the peak in the market for portable power sets for manufacturers, from plant hire firms down to the domestic consumer.

The industry has responded to the challenge of an extremely diverse market with an equally wide range of portable standby power sets. The market has been identified as consisting of two major categories: domestic and industrial use. Some manufacturers, like Honda, make small sets from a 250 watt capacity used in caravans, boats and homes. Erskine produces a wide range of generating sets which weigh anything from a few pounds to many tons.

Portable standby power manufacturing is a comparatively young industry in the UK—many companies now well established began making portable sets only in the last ten years to meet home market demands. Small companies sprang up offering new concepts in battery and generating sets and have survived the peaks and troughs of the UK market by remaining flexible. Today there are around 120 companies making portable sets—including big names such as Pethow, Erskine—Dale Electric subsidiary—Auto-Diesel and Dawson-Keith.

As a parallel development to the growth of the industry more plant hire firms were estab-



Generators from George Cohen Machinery Limited's hire fleet in use on an oil rig site at Teesside.

There are three kinds of gen- able to operate on either gas or oil. Petrol, gas or diesel, petrol.

Petrol standby power sets are light, compact and easily carried. They are at an advantage in outdoor functions such as tree cutting, outdoor lighting output.

and electrical contracting. Petrol sets are also easy to operate, are still the most popular in heavy industry areas such as mining, agriculture and construction, because they are hardy, have a longer life and are cheaper to run—although the initial cost is higher. They are also less portable than either petrol or gas-converted sets.

A standby gas set has all the advantages of a petrol generator with a good many plus signs besides. Some companies, for instance, sell petrol generating sets converted to propane or bottled gas. Because the size of the gas bottle can vary, it saves topping up and can operate for up to 80 hours before another replacement bottle is needed compared with around two hours for a small petrol tank and around four hours for diesel. There are fewer oil changes and longer unattended running periods.

Gas is safe to both store and use and because they give less toxic exhaust fumes than either diesel or petrol, can be used inside buildings with an open window.

One gas set manufacturer, Erskine, claims that once a gas conversion is made, the user has the added advantage of being able to use weather-proofing materials.

Manufacturers are not more com-

petitive in the aesthetic look of the set.

Simple to operate, easy to assemble, British manufacturers' portable sets have successfully competed against their European counterparts. Export trade

in Nigeria and the Middle East.

Colleen Toomey

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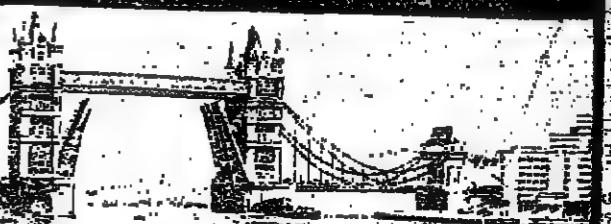
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Monday October 30 1978

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Public sector unions step into 5% battle

BY PAULINE CLARK, LABOUR STAFF

A DEMAND for a £60-a-week minimum wage will be formally tabled with employers of more than 1m local authority manual workers to-day as public sector union leaders move into the front-line for a major battle over Government pay policy, this autumn.

Today also sees a meeting between the TUC local government committee and Mr. Peter Shore, Secretary for the Environment, about plans for next April's rate support grant.

Although these talks will not be directly about the manual workers' pay demand, they can hardly be separated from local authority employers' present fears about the outcome of their negotiations with a total 21m employees this year, including white-collar workers, teachers, water workers and other groups.

The local authority employers will stress to the union negotiators the need to keep within the 5 per cent pay policy and are likely to fight any attempt by the unions unilaterally to raise the low-pay threshold above the Government's present £44.50 ceiling.

Under the pay policy, workers earning less than £44.50 a week are not subject to a 5 per cent limit if more than that is required to bring their wages to £44.50 a week.

Like the 250,000 hospital ancillary workers with their demand for a £60 minimum full-time local authority workers are at present £64.65 for men and £62.52 for women. The bulk of the lowest paid workers are more than 640,000 part-timers and especially women school meals workers. Part-time men average £30.6 a week and women £18.41.

Resumed talks between TUC

Mr. David Basnett, general

Mechanisms

Average weekly earnings for full-time local authority workers at this week's meetings will be to get the union leaders to explain what they mean by "responsible" bargaining, and then, if possible, to get them to say how they would react to examples of patently irresponsible bargaining.

Economic activity 'likely to expand more slowly'

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

ECONOMIC ACTIVITY should continue to expand next year, notably about export order prospects and expectations for the volume of output in the next four months.

The new survey should confirm that trend, although the further improvement may have been only modest. Many companies still report order books below normal, especially in intermediate goods industries.

The October inquiry is likely, however, to be dominated by industrialists' worries about pay, in view of current disputes. The CBI last week told Mr. Denis Healey, the Chancellor, of the deep concern of its members about the impact of possible pay developments, since real profit-

month's trends inquiry, due ability is low.

The business school forecasts last month's inquiry was that earnings will rise by 11 to 12 per cent during the current

Cool UK response to EEC oil plan

BY KEVIN DONE, ENERGY CORRESPONDENT

THE EUROPEAN Commission is hoping for rapid action on its proposals to launch a scientific research rather than a straightforward oil exploration work.

Community-funded programme of oil exploration.

But its plan, which will be put to the Council of Energy Ministers meeting in Luxembourg today will be met by a cool response from the UK, the Community's biggest oil producer.

The Commission is seeking to set up a working party to study how the Community could best support oil exploration.

However, it is known to be keen to start a programme of seismic work together with some exploratory drilling in regions of the Community considered uncommercial by the oil industry.

The aim of such a programme would be to give the Community a better idea of the potential reserves of hydrocarbons existing in EEC countries. It would

leaders and the Government and the General and Municipal Workers Union, said yesterday that present negotiations affected workers in the key public services such as dustmen, school meals and social services, workers, and school caretakers, who were "on anybody's reckoning" low paid.

He said new mechanisms were needed to establish comparability with similar workers in established industries and service industries for achieving some sort of general agreement with the Government to defend its current guidelines as best it can.

Indications at present are that Ministers may agree to raise the threshold to £50 if this appears essential for achieving some sort of general agreement with the Government on controlling inflation in time for the Queen's Speech on Wednesday.

Either way, the local authorities are expecting a major headache over pay this winter. The 5 per cent policy combined with the present low pay ceiling means that they can just avoid massive costs as a result of raising pay for their lowest paid workers.

The present bottom rate is £42.50. So a 5 per cent rise would bring the pay of manual workers earning that minimum to above £44.50. But any increase in the low-pay ceiling much above that level could not only mean extra cost in raising the pay of the lowest earners but also leave a differential problem throughout the local authorities' pay structure.

While Ministers have now given up any hope of the TUC coming up with an alternative to the 5 per cent pay limit, they hope they will be able to come to what is being described rather ambitiously as an "agreement" with the unions over the shared objective of controlling inflation.

This, it is hoped, would increase the chances of making the 5 per cent limit stick without actually securing the TUC's support for it. The idea at this week's meetings will be to get the union leaders to explain what they mean by "responsible" bargaining, and then, if possible, to get them to say how they would react to examples of patently irresponsible bargaining.

On the basis of present policies, the rate of price inflation would rise towards double figures at the end of next year. Forecast details, Page 4

months, notably about export order prospects and expectations for the volume of output in the next four months.

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Anglo-U.S. £10m micro venture for Cheshire

By John Lloyd

THE VENTURE by GEC, the British group, and the U.S. semiconductor company, Fairchild, to develop production of micro-processors in the UK is likely to set up its main plant at the village of Neston, near Chester.

The plant—no final decision on its siting has yet been made—will have about £10m initial capital from the two companies and an undisclosed amount of Government aid. The venture will be eligible for support from the Department of Industry's £70m fund established earlier this year to encourage micro-processor production, and the plant will attract regional development grants.

An American Mr. Don Brown, a senior manager at Fairchild, is thought to be favoured for the job as head of the project which will be built up gradually to a capitalisation of £20m. In the semiconductor business, where assets are regularly turned over twice a year, this would make it a £40m-a-year business.

Fairchild has made it clear that it will use the plant to produce standard products already developed in the U.S. and on the market for at least a year.

It considers that it is unrealistic to use British engineers to do research and development on micro-processors when they have neither the experience nor the technological base.

However, as the technological base is built up, Fairchild sees a role for the original

product in the venture.

The CBI against merger of Price Commission

Smith puts back date for majority rule

BY TONY HAWKINS

SALISBURY, Oct. 29.

MR. IAN SMITH has ruled out a hand-over to Black majority rule in Rhodesia on December 31—the original target date for the installation of a Black government.

The Rhodesian Prime Minister said here today that, "for purely technical reasons," the timetable for handing over to Black rule would now spill into the first few months of 1979.

He declined to give a more specific estimate of the delays, saying that he hoped to have a new firm timetable later this week when he received the report of the electoral committee set up by the transitional government.

It is being suggested in Salisbury that the transitional government is now working towards a handover date of March 3, 1979,

anniversary of the signing of the internal settlement agreement.

Earlier this year, the transitional government published a detailed timetable for majority rule which included a referendum on the terms of the new constitution in September or October and one-man one-vote elections in early December.

However, the final draft of the constitution is still not ready.

It has to be published, put before a referendum of White voters and passed through Parliament before universal

transitional government's ability to hold one-man one-vote elections while hostilities continue at

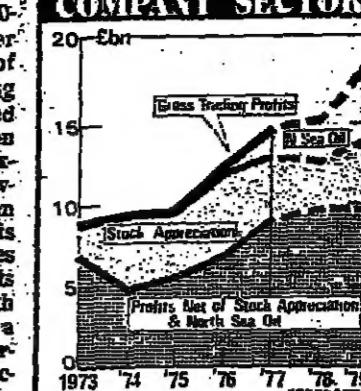
to its present level.

Mr. Smith described this which official sources said was devoted exclusively to unifying three black colleagues in the the front-line states opposing transitional Government—Bishop the Rhodesian administration.

THE LEX COLUMN

Profits outlook reassessed

COMPANY SECTOR



Source: London Business School

One factor behind the 50-point decline by the FT-30 Share Index from its September peak has been the impact of rising interest rates. Rising yields on gilt-edged have pushed up the required yields on equities. But this does not explain an actual slight narrowing of the yield gap between gilts and equities over this period—a change which implies that the market has reduced its expectations of dividend growth from equities. There is thus a second explanation for the market's weakness—that projections of the profitability of industry during this year and next are being widely revised downwards.

Mr. Smith said he had been told in Washington that the all-party talks would go ahead even if the co-leaders of the Patriotic Front, Mr. Robert Mugabe and Mr. Joshua Nkomo, refused to attend.

He was sceptical on the outcome of talks, but if Britain and the U.S. were prepared to drop their policy of "apartheid," he said, then there was "some hope."

He rejected suggestions that Rhodesia's raid against guerrillas bases inside Zambia and Mozambique recently had jeopardised the talks.

Mr. Smith said he was concerned about British military supplies to Zambia. He described the British arms airlift as "showmanship," adding: "I don't think that the arms will be of any consequence."

At a summit meeting in Dar es Salaam aimed at uniting Black Africa's five "front-line" presidents appeared today to have hit a big obstacle with the absence from the talks of

Mozambique's leader, President Samora Machel.

No official explanation has been given for Mr. Machel's failure to arrive for the summit.

Mr. Smith described this which official sources said was devoted exclusively to unifying three black colleagues in the the front-line states opposing transitional Government—Bishop the Rhodesian administration.

will be at least £4bn in 1979.

Although the pattern of wage costs has not diverged greatly from that expected previously by many forecasters, the London Business School published today. In sharp contrast to the experience of 1977—

when wholesale prices of manufactured goods rose by 15 per cent compared with a rise of some 11 per cent in unit labour costs—this year wholesale prices are likely to lag, increasing by under 10 per cent while unit labour costs will be up by perhaps 12 per cent.

The year 1977 was the third straight year in which company profits in real terms rose sharply (admittedly from a very deep trough in 1974). The gain for 1977 in company trading profits excluding stock appreciation and the North Sea oil sector is put at almost 30 per cent. Figures from the Central Statistical Office, however, have already indicated a setback in real profits in the second quarter of 1978, and a sharp rise in the corporate sector's financial deficit.

The LBS is expecting the exchange rate index to fall by about 4 per cent next year. But at the Mansion House the Chancellor was proclaiming the virtues of stability in the exchange rate, and even if his conversion to the hard currency school of thinking was not totally convincing, there are obvious political advantages in keeping sterling steady until the election. It seems that the 20 per cent minimum quantifying stalemate could be made totally feasible. This would be bad news for Midland Bank, for example, which has a 20 per cent holding in an associate.

Another possible change concerns the method by which an associate stake could be calculated. The 20 per cent should still be possible in the group holdings, but account for beyond 20 per cent. In other words, the recent example of Lombard, Hastings, House of Fraser (in which it has a 19.4 per cent stake) as an associate would not be permitted—*even though SUTS*, of which Lombard has almost 30 per cent, also owns 10 per cent of House of Fraser. The eventual decision by the Accounting Standards Committee is bound

to be arbitrary, but the basic objective of making accounting standards as sensible as possible will help investors.

Authorised banks

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